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UNITED STATES DEPARTMENT OF AGRICULTURE
Food Distribution Administration
Washington, D. C.

January 13, 1943

DIRECTOR'S MEMORANDUM NO. 2

Organization of the Food Distribution Administration

In accordance with Executive Order No. 9280 dated December 5, 1942, the Secretary has announced in Memorandum No. 1054 dated December 12, 1942, the consolidation under a Food Distribution Administration of the Agricultural Marketing Administration, the Sugar Agency of the Agricultural Conservation and Adjustment Administration, those regulatory functions of the Bureau of Animal Industry concerned primarily with food distribution, the functions of the Office for Agricultural War Relations dealing with food distribution, and the functions of the War Production Board dealing with food distribution.

During the transition period, the activities transferred to the FDA from the War Production Board will retain their organizational identity. To integrate these activities in line with the organization outlined below, committees will be designated consisting of the Chief of the activity transferred and the Chief or Chiefs of the branches affected. Chairmen of these committees shall be designated by the Director.

To achieve its objectives, the FDA shall be organized as follows:

I.

Requirements and Allocations Control. To assemble, analyze, and correlate data obtained from all agencies on needs for food for military, civilian, lend-lease, and other programs; to analyze, appraise, and relate such requirements to supply estimates, including domestic production, imports and exports; to prepare reports, analyses, criteria, and recommendations for the systematic balancing of different and competing claims upon supplies, to recommend allocation of foods among the claimant agencies.

II.

Facilities Branch. To assemble, analyze and correlate data obtained from other branches of FDA as to needs for facilities for the purpose of determining requirements of critical materials, to serve as the controlled materials office for the FDA in preparing requirements under the Controlled Materials Plan, Production Requirements Plan or other plans, to determine the distribution of materials in accordance with the allocations made under that plan; to process and act upon requests for priorities for materials and equipment within the food distribution field; to recommend allocations of food distribution facilities, to have staff responsibility within the FDA for all needed orders or legislation in

the field of plant conversion, new processes, packages and containers, and facilities programs; to develop programs for the simplification and standardization of processing and packaging designed to conserve materials, manpower, and food; to develop policies and plans for the most efficient utilization, expansion, or conversion of plant facilities.

Processors Branch. To provide a central point within the FDA for the day-to-day problems of processors; to work with the commodity branches in organizing, managing, and servicing national food manufacturers' and processors' industrial advisory committees; to work with the Regional Food Distribution Administrators in organizing regional, state and local advisory committees of food processors; to coordinate the activities of regional offices in regard to regional, state and local advisory committees with the work of the national committees.

Wholesalers and Retailers Branch. To organize, manage, and service national industrial advisory committees of wholesalers, retailers, brokers, restaurants, and other food distributors; to bring into focus for the Administration the problems of these industries; to work with the advisory committees in presenting the total food program to the industry; to provide central point of contact in Washington for all food distributors; to coordinate the activities of the FDA regional offices in regard to regional advisory committees with the work of the national committees; to submit data to the Facilities Branch as to needs for distributors' facilities; to recommend to the Facilities Branch allocations from banks of materials for specific distributors.

Manpower Branch. To develop plans and programs for full utilization of manpower and to investigate and recommend solutions for the manpower shortages in the food industries, to bring into focus for the Administration the problems of labor in the food industries; to arrange for labor representation on the Industry Advisory Committees; to present the total food program to labor; to provide a central point with the FDA for the day-to-day contacts with labor; to act in a liaison capacity with other branches of the FDA and other Government agencies concerned with labor and to present food industry problems to them.

III.

Civilian Food Requirements Branch. To serve as the representative of civilian consumers in presenting estimates of their food needs to the appropriate branches in connection with the determination of requirements and allocations, and in formulating food orders, regulations, and legislation in order to insure within the supplies available the best possible diet for the civilian population; to study and report on the adequacy of civilian food supplies, both as to amounts and nutritional requirements, including any necessary collaboration with outside agencies or individuals.

Civilian Programs Branch. To distribute food through the School Lunch Program, the Direct Distribution Program, or such other public food programs as may be developed; to administer the establishment of food stockpiles for civilian use in case of emergency; as a service to the Civilian Food Requirements Branch and Food Conservation Branch to secure consumer understanding of and cooperation in wartime food programs.

Food Conservation Branch. To study needs and recommend programs for the conservation of food; to obtain public participation in and cooperation with plans and programs to conserve and prevent waste of food; to develop programs in cooperation with the Civilian Requirements Branch to promote substitution of less scarce foods for those unavailable for civilian consumption and to suggest possible new foods.

IV.

The basic operating responsibilities of the FDA can best be handled on a commodity basis. Food products lend themselves to groupings which are susceptible of common technique in their management. There are, therefore, established within the FDA the following commodity branches:

- Cotton and Fiber Branch
- Dairy and Poultry Branch
- Fats and Oils Branch
- Fruit and Vegetable Branch
- Grain Products Branch
- Livestock and Meats Branch
- Special Commodities Branch
- Sugar Branch
- Tobacco Branch

Comprehensive lists of specific products for which each branch is responsible will be announced in a subsequent supplement, together with the extent to which each commodity will be the responsibility of the FDA. In general, agricultural commodities, as defined in Executive Order No. 9280, which are consumed as food are the responsibility of FDA from the time the commodity leaves the production stage to the point of ultimate consumption. Agricultural commodities which are not used as food will be the responsibility of FDA only to a point to be specified in the near future. Some other agricultural commodities may be put to food or non-food uses. Certain vegetable oils, for example, are used both as food and in other products such as paint. These commodities will be the responsibility of FDA from the time they leave the production stage until they are allocated between food and non-food uses. Thereafter that part of the commodity going into food will continue with FDA, the non-food allotment going to such other agencies as may have responsibility therefor.

All commodity branches will have, with respect to commodities assigned to them, the following functions:

1. On the basis of food requirements as determined by the Secretary to cooperate with the Food Production Administration to obtain basic production; and to make effective in any way necessary the Secretary's price support programs.
2. To develop and administer programs for production in processed form.
3. To develop in cooperation with the Requirements and Allocations Control and to administer distribution programs including food allocation, reservation, limitation, and conservation orders, and to recommend rationing plans.
4. To cooperate with FPA, processors and distributors in developing improved processing, packaging, and distributing.
5. To submit to the Facilities Branch data as to needs for facilities for the purpose of determining requirements of critical materials; to recommend to the Facilities Branch allocations from banks of materials to specific plants, processors, and distributors; to initiate and administer facilities and adjustment programs.
6. To initiate and execute domestic procurement programs to meet the requirements of FDA supply programs and for other agencies as the Secretary may direct, and to recommend procurement policies.
7. To plan and execute diversion programs to adjust distribution to production.
8. To develop and administer, under regulations of the Department, marketing agreements.
9. To provide technical direction of market news.
10. To maintain current information on the available supply, processing, and distribution of assigned commodities and to conduct marketing investigations.

In addition, the following specific assignments are made to particular commodity branches:

Livestock and Meats Branch. To formulate standards, inspect meat, and conduct a meat grading service; to administer the Packers and Stockyards Act and the Insecticide Act of 1910.

Fruit and Vegetable Branch. To formulate standards; to certify quality and condition of fruit and vegetables; to administer the Standard Container Acts, the Produce Agency Act, the Perishable Agricultural Commodities Act, and the Export Apple and Pear Act.

Grain Products Branch. To administer the United States Grain Standards Act and the Federal Seed Act; to conduct seed-dockage inspection and seed-verification service; to inspect and supervise the inspection of rice, dry beans, dry peas, and hay; to conduct standardization research on grains subject to the Grain Standards Act and on rice, dry beans, dry peas, and hay; to conduct research on methods of testing seeds; to test seeds and miscellaneous commodities derived from grain and hay.

Dairy and Poultry Branch. To formulate standards and inspect and grade dairy and poultry products.

Cotton and Fiber Branch. To administer the Cotton Futures, Cotton Standards, Quality Statistics and Classing, and Naval Stores Acts; to cooperate with producers and others in improving quality and in developing improved marketing practices; to inspect cotton and cottonseed.

Tobacco Branch. To administer the Tobacco Inspection Act, the Tobacco Stocks and Standards Act, and the Tobacco Seed and Plant Act; to cooperate with producers, processors, and distributors in the development of improved marketing practices.

Sugar Branch. To initiate, plan, and execute, in cooperation with the Food Production Administration, operations under the Sugar Act of 1937.

Special Commodities Branch. To be responsible at the Washington level for the purchase of foodstuffs produced in Puerto Rico and the Virgin Islands, pursuant to a cooperative agreement between the Secretary of Agriculture and the Secretary of the Interior.

V.

To conduct over-all administrative management activities as well as those relating to program compliance, transportation and warehousing, liaison, and appraisal functions of the Administration, the following branches and divisions are hereby established:

Compliance Branch. To prevent speculation, profiteering, holding, and fraud in all phases of the food distribution program of the Administration and for this purpose, to conduct investigations of processing and marketing conditions and methods; to administer the Commodity Exchange Act, as amended; to investigate and report on violations of agreements, orders, and regulations which are issued to effectuate the marketing, purchase, and other programs of the Administration; to perform other investigative and related services as required; to devise and install accounting systems for agencies cooperating in the Administration's programs; to audit the accounts of cooperating agencies; to exercise the powers of inspection and audit of war contractors.

Program Analysis and Appraisal Branch. To review, analyze, and develop food marketing programs of the FDA; to appraise their effects on farm income, prices, costs, marketing practices, consumption, and on the efficient and proper distribution of the available supply of food; to propose changes in programs to improve the effectiveness of the food distribution program.

Transportation and Warehousing Branch. To initiate, develop and supervise efficient means of transportation (except farm transportation) of food either as a "claimant" agency in relation to the Office of Defense Transportation or through leadership of voluntary effort; to control the receipt, custody, storage and disposition of commodities contracted for by the FDA; to cooperate with the commodity branches and distributors in developing marketing programs designed to meet shipping and storage requirements; to negotiate with carriers and participate in proceedings before the Interstate Commerce Commission in matters relating to the transportation of farm and food products; to administer the U. S. Warehousing Act, including the investigation of warehouses, licensing of warehousemen storing agricultural products, supervision of operations of licensees, and control over warehouse receipts; to administer the 28-Hour Act; to collect and disseminate cold storage reports under the general direction of the Marketing Reports Division; to cooperate with and advise the branches, other governmental agencies, producers, processors, and distributors of farm products on transportation problems; to formulate and apply plans for developing adequate marketing and storage methods and facilities, efficient handling methods, and desirable market organization; to supply current information on storage and transportation facilities and to recommend the allocation of transportation and storage facilities when shortages in these facilities become imminent.

Administrative Services Division. Subject to the general departmental and other Federal regulations governing procurement and other administrative services, to provide special communication services for market information; to provide space, equipment, supplies, utility services and communications for the Administration; to have custody of permanent documents and provide for their recording, filing, and transmission to National Archives, to provide mechanical services for the tabulation of mass data; and to provide for the reproduction and distribution of administrative orders, documents, and other information for internal and external dissemination.

Budget Division. Subject to general departmental and other Federal regulations governing budget administration, to develop budget plans and estimates and to represent the FDA in their presentation to the Department, the Bureau of the Budget, the Congress; to insure conformity of program and administrative activities with fiscal policy and legislation; to allot and control the expenditure of funds.

Fiscal Division. Subject to the general departmental and other Federal regulations governing fiscal operations, to recommend fiscal policies and procedures reflecting the administrative and operating plans of FDA; to prescribe, install, and maintain the books of account of the Administration, handle collections, cash transfers and other fiscal operations; to prescribe the procedure and to conduct periodic audits of the books of account of the Administration and make fiscal examinations of other accounting operations; and to submit reports and recommendations on the results of such audits and examinations; to develop and administer the nonprofit sales policies of the Administration with respect to each commodity handled.

Marketing Reports Division. Subject to the general departmental and other Federal regulations governing information, to inform the general public, processors, wholesalers and retailers, and other food handlers of the programs and policy of the FDA; to insure understanding by each group of the part they are to have in the total food distribution program of the Nation; to provide a channel through which all information originating in the Administration may be disseminated; to provide complete information concerning the distribution of agricultural commodities; to provide current reports on market conditions for all commodities; and have general supervision over market news; to be responsible for relationships and establish liaison with other governmental information agencies.

Organization and Procedure Division. To develop and maintain an effective plan of organization both in Washington and the field to facilitate carrying out the program and operations of the Administration; to develop over-all administrative procedures and to assist branch and other FDA officials in analyzing existing and installing new operating procedures designed to expedite the flow of work and conserve manpower; to review administrative communications for conformity with established FDA policies, organization and procedures; to keep informed of the activities of other Federal agencies in order to correlate the organization and procedures of the FDA with related programs; to carry out special administrative assignments.

Personnel Division. Subject to the general departmental and other Federal regulations governing personnel, to develop and carry out a comprehensive personnel management program for the FDA, including the uniform application of the classification plan and the development and administration of an employment program; to organize and carry out programs for improving employee performance and the most effective utilization of FDA manpower.

Program Liaison Division. To inform branch chiefs of the purchase requests of foreign governments, Army, Navy, territorial, Caribbean Emergency Program, Red Cross, and other programs within the limitations of over-all allocations; to conduct continuous review of procurement operations to insure meeting commitments, including the handling of purchase and sales contracts and necessary system of authorities and documentation to implement such operations; to plan shipping programs for FDA-procured commodities in terms of short and long-term commitments; to work with the shipping agents of foreign governments and the War Shipping Administration on the availability of ship space for export, and with the Transportation and Warehousing Branch to insure expeditious shipment; to transmit to the branches the requisitions and requests for information on the ability to fill requisitions at required times and places; to assist the staff of the Director's office in implementing supply policies and decisions.

VI.

There are established the positions of four deputy directors, each of whom shall have general responsibility for developing and coordinating the

programs of branches assigned to him and for supervising the operations of those branches. In order of designation they shall act for the Director in his absence. The branches are assigned to the Deputy Directors as follows:

1. Deputy Director

- Cotton and Fiber Branch
- Dairy and Poultry Branch
- Fats and Oils Branch
- Fruit and Vegetable Branch
- Grain Products Branch
- Livestock and Meats Branch
- Special Commodities Branch
- Sugar Branch
- Tobacco Branch

2. Deputy Director

- Compliance Branch
- Program Analysis and Appraisal Branch
- Transportation and Warehousing Branch
- Administrative Services Division
- Budget Division
- Fiscal Division
- Marketing Reports Division
- Organization and Procedure Division
- Personnel Division
- Program Liaison Division

3. Deputy Director

- Facilities Branch
- Processors Branch
- Wholesalers and Retailers Branch
- Manpower Branch

4. Deputy Director

- Civilian Food Requirements Branch
- Civilian Programs Branch
- Food Conservation Branch

Requirements and Allocation Control will report to the Director.

Assistant Deputy Director and Assistant to the Director positions have been established to provide the Director and Deputy Directors with assistance on special problems, and to handle special assignments.

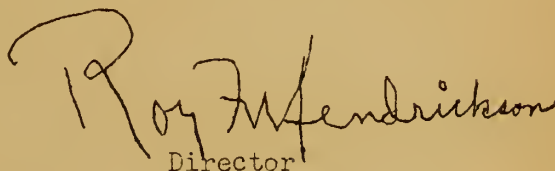
A Consultants Panel has been established to provide special technical assistance to the Director and the branch chiefs.

Inter-Agency Committees on Procurement and Allocation will be organized by the Director to advise and consult with him, the Deputy Director designated as Vice Chairman of the Committees, and the Requirements and Allocations Control, to coordinate policies with respect to requirements, procurement, and allocation of food for military, Defense Aid, and civilian needs.

A committee on Civilian Nutrition will be established to consult with the Director on the general problems of civilian food needs.

VII.

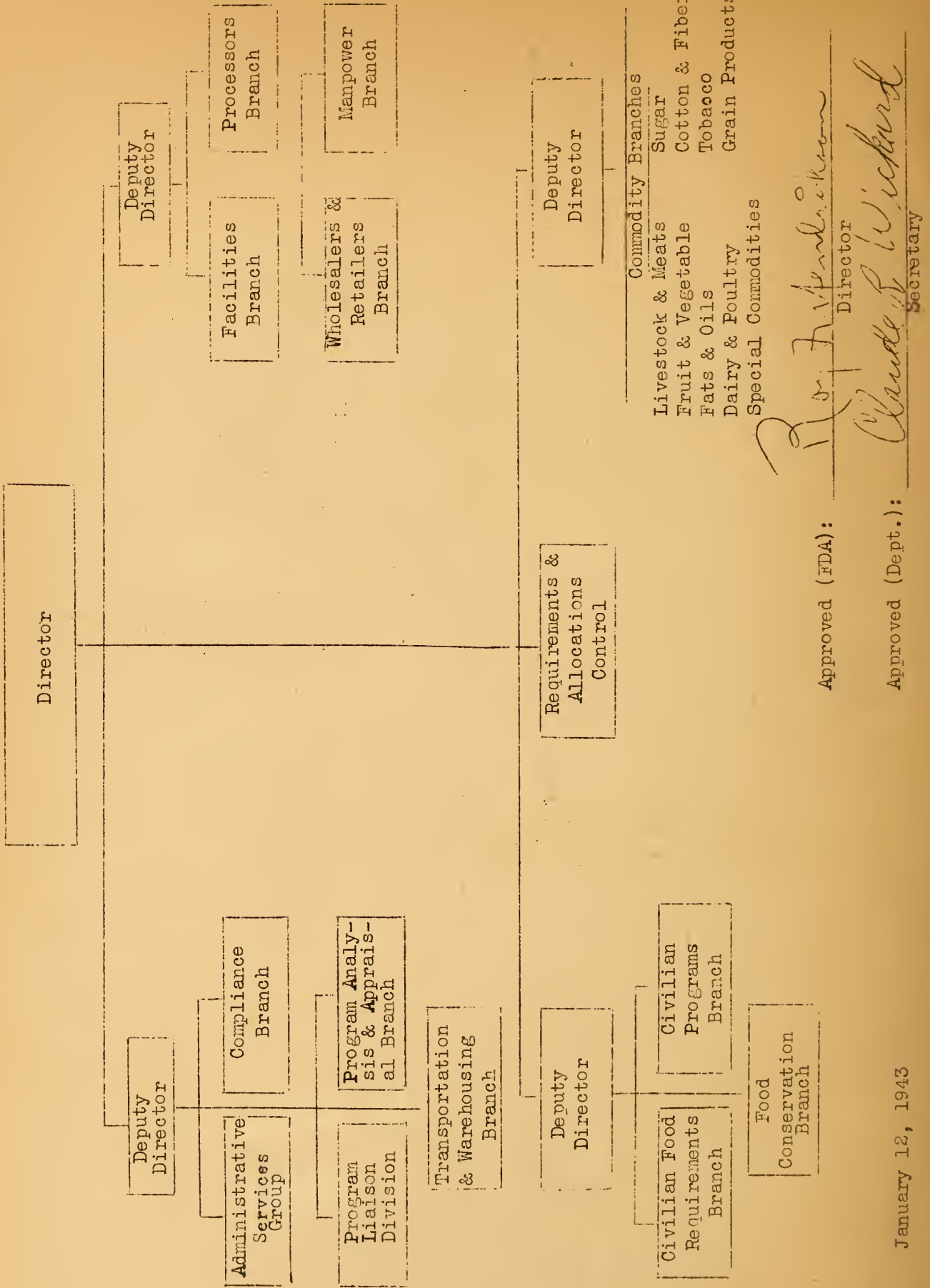
The assumption in the Food Distribution Administration of additional functions and responsibilities not heretofore performed by the Department, together with an increasingly complicated task of administering existing programs, places increasing emphasis on the need for regionalization. Organization of the Administration's activities as they relate to the regional and field offices will be outlined in subsequent memoranda.


Director

APPROVED:


Secretary

UNITED STATES DEPARTMENT OF AGRICULTURE
FOOD DISTRIBUTION ADMINISTRATION



January 12, 1943

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UNITED STATES DEPARTMENT OF AGRICULTURE
Food Distribution Administration
Washington, D. C.

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January 21, 1943

DIRECTOR'S MEMORANDUM NO. 2

Supplement No. 1

Assignment of Responsibility for Coordination
and Supervision of Procurement

Major Ralph W. Olmstead, Deputy Director is hereby delegated responsibility and authority for coordination and direction of all procurement matters at the staff level. This includes general supervisory control and authority over all procurement operations and the responsibility to coordinate procurement policies, procedures, and operations within the Food Distribution Administration. In carrying out these staff responsibilities Major Olmstead shall work with commodity branch chiefs or their representatives in connection with any problem relating to procurement. Procedure for guiding internal operations of the Food Distribution Administration with respect to procurement will be issued shortly. Thereafter the designated Deputy Director shall, through appropriate staff officers and divisions, conduct a continuous review of procurement operations in the commodity branches for the purpose of insuring adequate execution of procurement programs. As a phase of this review he shall have authority to recommend or direct such action as may be appropriate within FDA in order to assure effective and coordinated operations.

The Deputy Director will be assisted in these duties by Mr. Otis M. Reed who has been named Assistant Deputy Director on Procurement.

This delegation does not change the responsibilities of Branch Chiefs set forth in Director's Memorandum No. 2 or Supplement Q thereto.

Roy F. Hendrickson

Director



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UNITED STATES DEPARTMENT OF AGRICULTURE
Food Distribution Administration
Washington, D. C.

February 8, 1943

DIRECTOR'S MEMORANDUM NO. 2

Supplement 2

Assignment of Staff Responsibility for the Administration and
Enforcement of Food Distribution Orders and Regulatory Acts

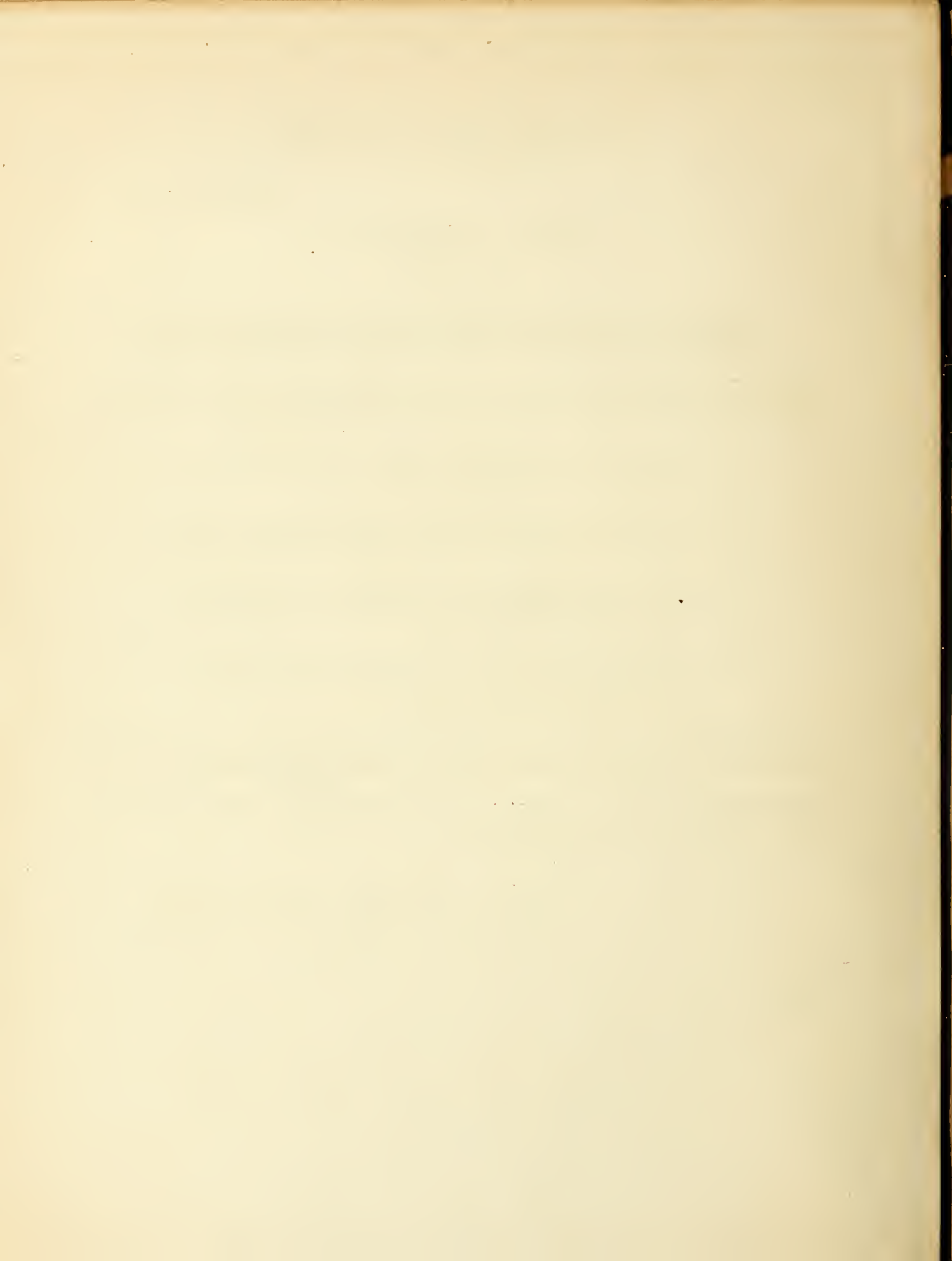
Deputy Director Kitchen is hereby assigned staff responsibility and authority for handling all phases of the administration and enforcement of FDA orders and regulatory and service acts. This includes:

1. Coordination of policies, plans, and procedures for administration and enforcement.
2. Coordination of inter-agency relationships relating to the development and administration of FDA orders.
3. Continuous review of the activities of the branches in the administration and enforcement of orders and regulatory and service acts.
4. Providing the Director with policies and advice on the administration and enforcement of orders and regulatory and service acts.

The Deputy Director will be assisted in these duties by Mr. Rosenthal, who has been named Assistant Deputy Director on Order Administration.

This delegation does not change the responsibilities of Branch Chiefs set forth in Director's Memorandum No. 2.

Roy F. Hendrickson
Director



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UNITED STATES DEPARTMENT OF AGRICULTURE
Food Distribution Administration
Washington, D. C.

February 15, 1943

DIRECTOR'S MEMORANDUM NO. 2

Supplement 3

Regionalization of the Compliance Branch

Director's Memorandum No. 2 established a Compliance Branch in the Food Distribution Administration. Effective March 1, 1943, the Compliance Branch is regionalized and Regional Administrators are hereby authorized to carry out the functions of the branch in accordance with general policies and procedures to be issued in subsequent memoranda. The Chief of the Compliance Branch in Washington shall provide for a continuing review of compliance operations administered by the regional offices, and may require such reports and records as he shall deem necessary.

In order to carry out the functions of the branch at the regional level, there shall be established in each regional office a Compliance Division. The functions of this division shall be under the administrative supervision of the Regional Administrator, subject to technical direction and general policy determinations by the Chief of the Compliance Branch.

All functions of the former Commodity Exchange Branch of AMA which are now being carried on in field offices other than the regional offices of FDA, and except as qualified herein, shall be integrated with the Compliance Division of the regional offices as rapidly as orderly processes will permit, together with all files, property, and personnel. It will be necessary, however, to maintain some Commodity Exchange offices in their present locations because of their relationships to existing exchanges. Such offices will continue to report directly to the Chief of the Compliance Branch.

Roy F. Hendrickson

Director



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UNITED STATES DEPARTMENT OF AGRICULTURE
Food Distribution Administration
Washington, D. C.

February 22, 1943

DIRECTOR'S MEMORANDUM NO. 2

Supplement 4

Assignment of Organization Units to
Branches and Divisions of FDA

Assignment of organization units together with personnel, property, and funds, in accordance with the outline of organization contained in Director's Memorandum No. 2 is given below. Further assignments will be announced in subsequent supplements.

Requirements and Allocations Control

To this office are assigned the Requirements and Allocations Branch of the Office for Agricultural War Relations and that part of the Office of the Assistant Administrator of AWA concerned with requirements.

Facilities Branch

To this branch are assigned the following sections of the Food Division of WPB: Conversion Section; Priorities Control Section; that part of the Order Administration Section responsible for facilities orders; that part of the Food Processing Machinery Section of the General Industrial Equipment Division of WPB concerned primarily with determining the food processing machinery program; that part of the Machinery Unit of the Textile and Clothing Section of the WPB Office of Civilian Supply concerned primarily with plans, programs, and requirements relative to food processing machinery; that part of the Containers Section of the General Commodities Division of the WPB office of Civilian Supply concerned primarily with plans, programs, and requirements for food containers; the Office of the Assistant to the Administrator in charge of priorities of AWA; and the Processing and Packaging Division of the Processing, Packaging, Storage, and Transportation Branch of OAWR.

Wholesalers and Retailers Branch

To this branch are assigned the Distributors and Restaurants Section of the WPB Food Division.

Processors Branch

No organization units are assigned to this Branch.

Mannpower Branch

To this Branch is assigned the Mannpower Section of the WPB Food Division.

Civilian Food Requirements Branch

To this Branch is assigned the Food Supply Section of the Consumers Goods Division of the Office of Civilian Supply of the War Production Board.

Civilian Programs Branch

To this branch is assigned the distribution Branch of AMA.

Food Conservation Branch

To this branch is assigned the Consumers' Counsel Division of AMA, except that part relating to publications (Consumers Guide, etc.), radio (Consumers Time), and other informational work.

Livestock and Meats Branch

To this branch are assigned the Meat Packing Section of the Food Division of WPB; the Meat Inspection Division of the Bureau of Animal Industry; and the Livestock Branch of AMA (including responsibility for the 1942 peanut marketing program), except those portions assigned elsewhere in this memorandum.

Fruit and Vegetable Branch

To this branch are assigned the following sections in the Food Division of WPB: Canned Foods, Frozen Foods (including Preserves Unit), Dehydrated Foods, Dried Foods, Fresh Fruits and Vegetables; the Food Section of the Procurement Policy Division of WPB; and the Fruit and Vegetable Branch of AMA.

Grain Products Branch

To this branch are assigned the Grain Products and Bakery Products Sections of the Food Division of WPB; the New Products Development Unit of the Oil Seeds Section, formerly of the Livestock Branch of AMA; and the Grain, Feed and Seed Branch of AMA.

Dairy and Poultry Branch

To this branch are assigned the Dairy Section of the Food Division of WPB and the Dairy and Poultry Branch of AMA.

Cotton and Fiber Branch

To this branch is assigned the Cotton Branch of AMA.

Fats and Oils Branch

To this branch are assigned the Edible Oil Products Section of the Food Division of WPB; the Fats and Oils Section of the Chemicals Division of WPB; that part of the Fats and Oils Unit of the Chemicals Section of the General Commodities Division of the Office of Civilian Supply concerned primarily with edible fats and oils; the fats and oils section of the Marketing Programs Division of the Livestock Branch of AMA; the functions of the Oil Seeds Section of the Marketing Programs Division of the Livestock Branch of AMA, except the New Products Development Unit, and that part of the Section engaged in peanut marketing programs.

Tobacco Branch

To this branch is assigned the Tobacco Branch of AMA.

Sugar Branch

To this branch are assigned the Sugar Section of the Food Division of WPB; and the Sugar Agency of the Agricultural Conservation and Adjustment Administration.

Special Commodities Branch

To this branch are assigned the following sections of the Food Division of WPB: Fishery Section, Confectionery Section, Imported Foods and

Desserts Section; and the Special Commodities Branch of AMA, except those portions previously assigned elsewhere in this memorandum.

Compliance Branch

To this branch are assigned the Investigation Division of AMA and the Commodity Exchange Branch of AMA.

Program Analysis and Appraisal Branch

To this branch are assigned the Office of the Assistant Administrator of AMA in charge of program appraisal, and the Program Appraisal Division of AMA.

Transportation and Warehousing Branch

To this branch are assigned the Transportation Section of the Food Division of WFB; the Storage and Transportation division of the Processing, Packaging, Storage and Transportation Branch of OAWR; that part of BAI concerned with the administration of the 28-Hour Act; and the Transportation and Warehousing Branch of AMA.

Administrative Services Division

To this division is assigned the Administrative Services Division of AMA.

Budget Division

To this division is assigned the Budget Division of the Fiscal Branch of AMA.

Fiscal Division

To this division is assigned the Accounting Division of the Fiscal Branch of AMA. The functions of the Pricing Division of the Fiscal Branch are transferred to the commodity branches of FDA. The office of Assistant Deputy Director E. O. Mather will be responsible for coordinating the pricing activities of the branches. The functions and organization of the Audit and Fiscal Examination Division will be described in a subsequent memorandum.

Marketing Reports Division

To this division is assigned the Marketing Reports Division and that part of the Consumers' Counsel Division of AMA relating to publications, radio, and other informational work.

Organization and Procedure Division

To this division is assigned the Organization Division of the Fiscal Branch of AMA.

Personnel Division

To this division is assigned the Personnel Division of AMA.

Program Liaison Division

To this division are assigned the Office of the Special Assistant to the Administrator of AMA in charge of liaison, the Program Liaison Unit of AMA, the Program Services Division of the Fiscal Branch of AMA, and administrative responsibility for the Caribbean Emergency Program.

The Administrative Services Section of the Food Division of WPB and that part of the Personnel, Finance, and Office services work in the Office of the Associate Director of the OAWR that is transferred to FDA shall be assigned to the appropriate auxiliary service branches and divisions in the FDA by the committees provided for in Director's Memorandum No. 2

Those parts of the Office of Civilian Supply of WPB concerned with food distribution not hitherto assigned shall be assigned to the appropriate branches of FDA by one of the above-mentioned committees.

The appropriate personnel, funds, property, and files shall be transferred in line with the above assignments.

The present AMA regional organization shall continue as FDA regions together with all their present functions, personnel, funds, property, and files. The following are designated as Regional offices of the Food Distribution Administration:

- Northeast Region
- Southern Region
- Southwest Region
- Great Lakes Region
- Midwest Region
- Rocky Mountain Region
- Pacific Region

Further assignment of functions to the Regional Administrators will be announced in subsequent supplements to Director's Memorandum No. 2.


Director

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UNITED STATES DEPARTMENT OF AGRICULTURE
Food Distribution Administration
Washington, D. C.

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March 15, 1943

DIRECTOR'S MEMORANDUM NO. 2

Supplement 5

Completion of FDA Regionalization

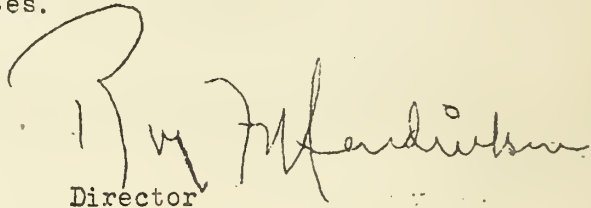
In the light of our new functions and the magnitude of the job before FDA, it is necessary that the process of regionalization begun by AMA in August 1942 be speeded up to include as quickly as possible all field activities.

In order to free the Washington branches to concentrate on policy and program development, responsibility for the mass of operating detail and paper work inherent in centralized administration must be delegated to the regions. We have a clear cut responsibility to the entire country for prompt intelligent answers to questions arising out of wartime food programs, as well as for expediting the operation of the food industry under wartime regulations. This can be accomplished better through further delegation of program operations to the regions. The FDA also has responsibility for continuous operating liaison with other Federal agencies whose work has been decentralized. The acute shortage in Washington of space, manpower and other administrative services necessitates the shift of as much of our work as possible to the regions where such facilities are more readily available.

Much progress has already been made. Organization plans have recently been approved for regionalization of all FDA activities in the Pacific region, including six commodity divisions corresponding to the branches in Washington.

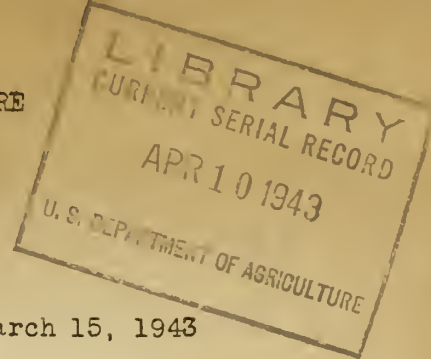
In addition to the Cotton Division in the Pacific region, the Cotton Branch has now completed its plans for regionalizing all its field activities and will begin operation as of April 1 in the three regions in which the majority of its field operations are carried on, i.e. Pacific, Southwest, and Southern. The Fruit and Vegetable Branch has completed plans for establishing a division in the Southwest region and has signified its intention of regionalizing its field activities in the remaining five regions as soon as plans can be worked out. The Dairy and Poultry Branch has approved the adaptation of its Pacific Region pattern to all regional offices. The Transportation and Warehousing Branch is also planning divisions in all regional offices to handle the field work of the branch. Most of the other Washington branches have signified their intention of decentralizing as much of their activities as possible as soon as plans can be completed for regional organization. The regions will be organized along commodity lines with both old and new functions integrated at the regional level.

Since the Washington organization of FDA is now practically completed, it is possible to proceed at once to complete our regional organization. Accordingly, those branches not yet regionalized, in collaboration with the regional administrators, shall complete organizational plans for the regionalization of their field operations by May 1. Operations under this organization shall be effective not later than July 1, since plans for budget allotments must be completed before the beginning of the fiscal year. Mr. Bartlett and Mr. Newell, assisted by the staff divisions, will have responsibility for working with the branches and regions in completing our regional organization by the above dates.


Director

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UNITED STATES DEPARTMENT OF AGRICULTURE
Food Distribution Administration
Washington, D. C.



March 15, 1943

DIRECTOR'S MEMORANDUM NO. 2

Supplement 6

Change in Name of Manpower Branch

The name of the Manpower Branch is hereby changed to Food Industries Labor Branch. The Branch will continue to perform the functions assigned in the last paragraph of Section II of Director's Memorandum No. 2, dated January 13, 1942.

Roy F. Hendrickson

Director

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UNITED STATES DEPARTMENT OF AGRICULTURE
Food Distribution Administration
Washington, D. C.

March 15, 1943

DIRECTOR'S MEMORANDUM NO. 2

Supplement 7

Dealings With the Federal Bureau of Investigation

Washington, regional, and field officials of FDA sometimes receive information by means of letters, telephone messages, and personal contacts indicating subversive activities, violations of Federal statutes, and kindred offenses related to FDA activities. Washington officials receiving such information shall communicate it to the Compliance Branch (Violations and Complaints Division). Regional and field employees, on receipt of such information, shall report it to the regional Compliance Division for appropriate referral to the Compliance Branch (Violations and Complaints Division).

The Violations and Complaints Division shall examine the facts, and, if there is indication of need for investigation by the FBI, requests for such investigations will be channeled to the FBI through the Division of Investigations of the Department Office of Personnel, which is the liaison office between the FBI and the Department.

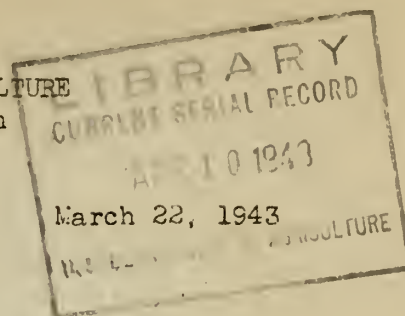
Washington, regional, and field officials are not to request the FBI to furnish them with information or reports of investigations nor are they to request the FBI to conduct investigations. All such requests for FDA shall be made through the Compliance Branch (Violations and Complaints Division).

Roy F. Hendrickson
Director



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UNITED STATES DEPARTMENT OF AGRICULTURE
Food Distribution Administration
Washington, D. C.



DIRECTOR'S MEMORANDUM NO. 2

Supplement 8

Transfer of the Nutrition Division of the Office of Defense Health and Welfare Services to the Nutrition and Food Conservation Branch

The following changes are effective immediately:

1. The Food Conservation Branch as outlined in Director's Memorandum No. 2 is changed in name and function to the Nutrition and Food Conservation Branch. It will perform its tasks within the functional assignment described below.

2. The personnel, property, records and functions of the Nutrition Division of the Office of Defense Health and Welfare Services are transferred to the Nutrition and Food Conservation Branch in accordance with Executive Order No. 9310, dated March 6, 1943, and Secretary's Memorandum No. 1078, dated March 11, 1943.

3. The field personnel, property, records and functions of the Nutrition Division of the Office of Defense Health and Welfare Services are transferred to the respective regional offices of the Food Distribution Administration.

The Nutrition Division has been a part of the Office of Defense Health and Welfare Services since the creation of the latter by Executive Order No. 8890, September, 1941. Since its inception, the Nutrition Division has sought to improve the nutritional status of the civilian population of the United States. Its function has been to act as a programming agency and to serve as a coordinating medium bringing federal, state and local efforts together into a national nutrition program. Its activities have been basically educational and it has worked largely through state and local nutrition committees by providing regional nutrition specialists to assist in the development of local programs. Particular attention has been given to the health aspects of nutrition and to the importance of adequate nutrition of industrial workers as factors in greater production of war materials. An extensive program of cooperation with the food industries in obtaining information about nutrition has also been carried on.

The newly created branch will endeavor to bring into focus for the Administration the food use problems of our civilian population, and will seek to assist the consumer in the solution of these problems. The branch will develop plans for food conservation enlisting the support of food handlers, the housewife and commercial eating establishments. It will devise educational programs to encourage a better knowledge of food values. It will make available to the states and localities on request, the services of specialists in health and welfare activities

to assist in the planning and the execution of such programs. It will collect and maintain up-to-date information on matters of interest to the consumer. The branch will also seek to promote an adequate nutrition program for the war industry workers.

State and local programs of nutrition and food conservation will be developed and executed by the regional offices under the general direction of the Nutrition and Food Conservation Branch.

Mr. M. L. Wilson, Director of Extension Work, and Dr. W. H. Sebrell, Chief of the Division of Chemotherapy, National Institute of Health, who have directed the National Nutrition program in the Office of Defense Health and Welfare Services are hereby designated to serve as Chief and Associate Chief, respectively, of the Nutrition and Food Conservation Branch.

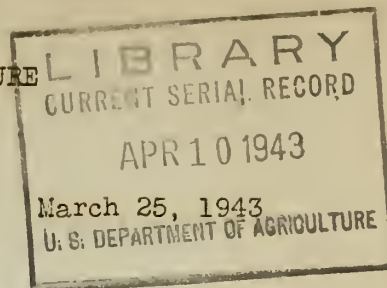
Roy F. Hendrickson

Director

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UNITED STATES DEPARTMENT OF AGRICULTURE
Food Distribution Administration
Washington, D. C.



DIRECTOR'S MEMORANDUM NO. 2

Supplement 9

Assignment of Fiscal Responsibilities

Heretofore, the same fiscal officer has been responsible for the execution of fiscal programs and for the audit and fiscal examination of the accounts of FDA. In line with Director's Memorandum No. 2, Supplement 4, which re-assigns part of the fiscal functions of FDA, the Fiscal Division is abolished, and there are established a Finance and Accounts Division and a separate Audit and Fiscal Examination Division.

To the Finance and Accounts Division is assigned responsibility for developing and executing the fiscal policies and for maintaining the books of account of FDA and FSCC. The Finance and Accounts Division is also responsible for prescribing and installing accounting and voucher review systems and procedures in FDA fiscal offices, both in Washington and in the field. The chief of the division will be responsible to the Deputy Director in charge of administrative management functions.

To the Audit and Fiscal Examination Division is assigned responsibility for reporting on fiscal adequacy and regularity of financial transactions through audit of the books of account and examination of methods and procedures governing the expenditure of funds in the custody of FDA and FSCC. This division will also perform cost studies in connection with current or paid obligations under purchase, diversion, and other programs where Government payments are involved. The chief of the division will be administratively responsible to the Deputy Director in charge of administrative management functions but will submit written reports on audit and fiscal examinations to the Director.

Mr. Edward J. Kelly, Chief of the former Fiscal Division, is designated Chief of the Finance and Accounts Division. Mr. D. J. Harrill is designated Chief of the Audit and Fiscal Examination Division.

The accounting and auditing functions in the field will continue to be performed by the Regional Fiscal Divisions, in accordance with previous authorizations.

Roy F. Hendrickson

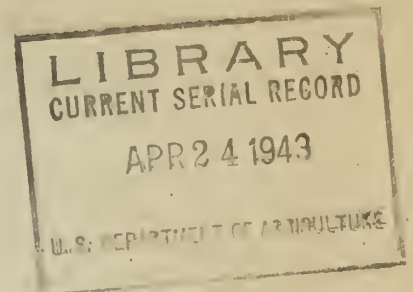
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UNITED STATES DEPARTMENT OF AGRICULTURE
Food Distribution Administration
Washington, D.C.

March 29, 1943

DIRECTOR'S MEMORANDUM NO. 2
Supplement 10

Liaison Between the Branches and
the Finance and Accounts Division



During recent weeks, the Finance and Accounts Division has been developing plans which will enable it to provide accounting reports promptly on the affairs of the branches and divisions of FDA and fiscal reports on the FSCC. In order that the accounting and reporting service of the Finance and Accounts Division may be as useful as possible to the branches and divisions, it is necessary that a close working relationship be established. The Chief of the Finance and Accounts Division is designating analysts in his Division to work with representatives of the branches in the development of improved interchange of fiscal information. Likewise, I wish to have the chief of each commodity branch, the Chief of the Transportation and Warehousing Branch, the Chief of the Civilian Programs Branch, the Chief of the Program Liaison Division, and the Chief of the Compliance Branch designate a member of his staff to work with the appropriate representative of the Finance and Accounts Division.

The analysts in the Finance and Accounts Division will be responsible for the following liaison duties:

- (1) To assist the branch or division representative in devising methods for maintaining a prompt and orderly flow to the Finance and Accounts Division of all accounting data and accounting documents originating in his branch or division;
- (2) To cooperate with the branch or division representative in devising statements and reports to be rendered to the branch or division chief;
- (3) To assist the branch or division representative in analyzing and interpreting accounting reports on branch or division activities;
- (4) To report to the Chief of the Finance and Accounts Division any instances in which he has been unable to obtain accounting data or accounting documents from a branch or division.

Each branch or division representative will be responsible for the following duties:

- (1) To keep current information on all operations of his branch that either give rise to data required in FDA and FSCC accounting or which necessitate the preparation of accounting reports by the Finance and Accounts Division;
- (2) To be responsible to his chief for the prompt and orderly flow and current routing of all accounting data and accounting documents originating in his organization for transmittal to the Finance and Accounts Division;
- (3) To

confer with the designated analyst of the Finance and Accounts Division in devising forms for reporting to his organization; (4) To bring to the attention of his chief all deficiencies in the accounting service that he has not been able to get remedied in conferences with the Finance and Accounts Division; (5) To interpret to his chief and other officials in the branch all accounting reports rendered to the branch, and under the direction of the chief, to acquire proper conformance of personnel to fiscal requirements; (6) Under the chief of the branch, to coordinate fiscal with administrative operations; (7) To assist in the development of budget estimates.

The person responsible for these functions should be holding a position not lower than CAF 9, and the chief of the branch should transmit the name of his designee to the chief of the Finance and Accounts Division not later than March 31, 1943. The person appointed should have an understanding of fiscal and administrative problems and some knowledge of governmental accounting and statistics, as well as other qualifications appropriate to the operations of his branch.

Roy F. Hendrickson

Director

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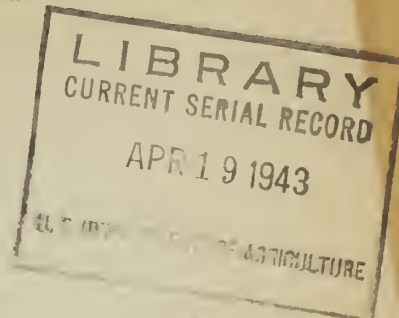
UNITED STATES DEPARTMENT OF AGRICULTURE
Food Distribution Administration
Washington, D. C.

April 9, 1943

DIRECTOR'S MEMORANDUM NO. 2

Supplement 11

Functions of Civilian Programs Branch



The curtailment of the domestic distribution programs outlined in Director's Memorandum No. 4, Supplement No. 1, will make possible considerable reduction in administrative expenses and will release personnel for other assignments in the Food Distribution Administration--ultimately, we hope, most of them on assignments to be financed out of funds for which a request is pending. Some of these reassignments, however, can and should be made sooner than action is taken on such pending request.

It will be possible to reduce the number of employees in the Civilian Programs Branch progressively as many of the programs are brought to an orderly close. By June 1 its remaining functions will be transferred to other units.

A committee consisting of J. S. Russell, Chairman, C. F. Kunkel, F. C. McMillen and H. I. Dunkleberger will work out the plan of liquidation and recommend transfers and reassignments of other personnel in the Civilian Programs Branch.

Roy F. Hendrickson
Director

THE UNIVERSITY OF CHICAGO

PHYSICS DEPARTMENT

RESEARCH REPORT

On the Theory of the
Electron in a Magnetic Field
of Arbitrary Strength
and the Problem of the
Anomalous Zeeman Effect
by
J. H. VAN VLECK

Presented to the Faculty of the
Division of the Physical Sciences
in partial fulfillment of the
requirements for the degree of
Doctor of Philosophy
by
J. H. VAN VLECK

Chicago, Illinois
1928

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UNITED STATES DEPARTMENT OF AGRICULTURE
Food Distribution Administration
Washington, D. C.

April 13, 1943

DIRECTOR'S MEMORANDUM NO. 2

Supplement 12

Assignment of Responsibility for Commodities

Responsibility is hereby assigned to the various commodity branches for commodities handled by FDA, as indicated on the attached list (Section I of this memorandum). Such responsibility includes all food distribution functions described in Director's Memorandum No. 2 and succeeding supplements, of which the principal functions are procurement, regulatory activities, inspection, grading, standardization, food order administration, recommendations for civilian food rationing, recommendations for priority assistance, administration of marketing agreements and orders, maintenance of current supply information, and technical direction for market news service.

The assignment of commodities for inspection purposes is outlined in Section II of this memorandum.

In some instances there is a division of responsibility among the commodity branches for certain commodities. This division of responsibility is as follows:

1. Special Commodities Branch performs procurement function only for the following commodities for which prime responsibility is assigned to the branches indicated below:

Grain Products Branch

Biscuits, Army type

Cerelose

Corn starch

Corn sugar

Corn syrup

Dextrose

Dextrines

Glucose

Laundry starch

Starch - corn, root,
and wheat

Sugar Branch

Cane sugar - granulated, raw, and
clarified

Cane syrup

Molasses

Sorghum

Sugar - raw and refined

Sugar syrup

2. The fats and oils enumerated below come under the jurisdiction of both the Fats and Oils Branch and other commodity branches as specified below:

a. Copra products.- The Fats and Oils Branch shall be responsible for all FDA functions related to the processing, packaging, and distributing of copra oil. The Grain Products Branch shall be responsible for the distribution of copra meal.

b. Cotton seed oil and products.- The Fats and Oils Branch shall be responsible for all functions after the removal of the oil from the seeds, including the allocation of the oil, control of domestic distribution, procurement, processing, and distribution of oil products. Grain Products Branch shall be responsible for all functions for cotton seed meal or cake.

c. Fish oil and products.- Special Commodities Branch and the Fats and Oils Branch shall be jointly responsible for making recommendations on the production of fish and fish oils. The Fats and Oils Branch shall control allocation, further processing, and distribution of fish oils. Special Commodities Branch shall control allocation, further processing, and distribution of vitamin oils prepared from fishery products. Functions related to fish meal shall be the responsibility of the Special Commodities Branch.

d. Flax seed, hemp seed, and other seed oils and products.- Grain Products Branch shall be responsible for the allocation and distribution of oil meal and cakes, and the grading and inspection of seeds and oils. Fats and Oils Branch shall be responsible for allocation, distribution, and procurement of the oil and oil products made from the seeds.

e. Lard and other edible animal fats and products.- Livestock and Meats Branch shall control all FDA activities including production, processing, procurement, and order administration while the lard and other animal fats are in the possession of packers. Fats and Oils Branch shall be responsible for all FDA functions outside the packing plant, including supervision of rendering plants, the processing of applications for priority assistance, and domestic distribution. Fats and Oils Branch and the Livestock and Meats Branch shall jointly make recommendations to Requirements and Allocations Control as to the allocation of lard among major claimants. After the fat has been extracted, the Grain Products Branch shall be responsible for the further processing outside of packing plants of residual meat scraps, tankage, bone meal, etc., and the distribution of these products.

f. Olive oil and products.- Fruit and Vegetable Branch and the Fats and Oils Branch shall jointly determine the amount of olives to be used in the production of olive oil. Fruit and Vegetable Branch shall supervise the actual production, including processing of applications for critical materials. Fats and Oils Branch shall control the allocation and distribution of olive oil.

g. Peanuts and products.- Fats and Oils Branch shall be responsible for the allocation, processing, distribution, and purchase of peanuts, peanut oil, and peanut butter. The Grain Products Branch shall be responsible for the distribution of peanut cake and meal.

h. Soy bean products.- Fats and Oils Branch and the Grain Products Branch shall jointly determine the amount of soy beans to be used in the production of oil and other products. Fats and Oils Branch shall be responsible for procurement, processing, and distribution, including the

recommendations on civilian food rationing of soy bean oil and products to the Civilian Food Requirements Branch. The Grain Products Branch shall be responsible for soy bean flour, meal, and cake, and for the developing, processing, and purchase of protein food products in which soy beans are a principal constituent.

1. Tall oil and products.--Cotton and Fiber Branch shall be responsible for all functions relating to crude tall oil, including the collection of crude liquor, the production and distribution of crude tall oil, and priority applications for crude tall oils. Fats and Oils Branch shall be responsible for all FDA functions related to the refined tall oil and for the production of materials more nearly related to refining tall oil, including distribution of the refined product. Cotton and Fiber Branch and Fats and Oils Branch shall both be responsible for all matters pertaining to the use of tall oil and rosin in connection with or in competition with natural fats and oils.

3. Baby foods.-- Baby milk formulae and other products derived from milk are assigned to the Dairy and Poultry Branch. Baby foods, such as canned fruits, vegetables, and soups, are assigned to the Fruit and Vegetable Branch. Other baby foods are assigned to the Special Commodities Branch.

4. Dehydrated soups.-- The Fruit and Vegetable Branch is responsible for all functions in connection with dehydrated soups. In instances in which the commodities assigned to other branches are utilized in the manufacture of dehydrated soups, Fruit and Vegetable Branch shall consult with the appropriate branch or branches.


Director

Attachments - 3

- I - Assignment of Commodities to Branches in FDA
- II - Assignment of Commodities by Branches
- III - Assignment of Commodities for Inspection Purposes

SECTION I - ASSIGNMENT OF COMMODITIES TO BRANCHES IN FDA

Key to Commodity Branches

CF - Cotton and Fiber
 DP - Dairy and Poultry
 FO - Fats and Oils
 FV - Fruit and Vegetable

GP - Grain Products
 LM - Livestock and Meats
 SC - Special Commodities
 SU - Sugar
 TO - Tobacco

CF Abaca	DP Buttermilk (fluid, dry)
CF Abietic acid	FV Butters, fruit
SC Acids (citric, tartaric, phosphoric)	GP Cake, pressed
SC Acetic acid	GP CAKES (bakery products)
GP Alfalfa	LM Calf's foot jelly
GP Animal feed	SC Candied popcorn
SC Anchovy paste	SC Candied fruits and fruit peel
LM Army rations, canned	SC Candy
SC Arrowroot	SU Cane sugar: (procurement function assigned to SC)
SC Arsenate of calcium	SU Cane syrup (procurement function assigned to SC)
DP Baby milk formulas (liquid or dry)	SC Canned fish and fish roe, shellfish, fish pastes
FV Baby food (canned fruits and vegetables and soup)	FV Canned fruits and fruit juices
SC Baby food (other than canned fruits, vegetables, soups, and milk formulas)	LM Canned meats
GP Bakery products	FV Canned vegetables and vegetable juice
SC Baking powder	FV Canned soups
SC Baking soda	SC Carbon bisulphate
SC Bananas	DP Casein
GP Barley, including roasted barley	LM Casing, sausage, meat
GP Beans, dry edible	SC Cassava
LM Beef: canned, dried, fresh, dehydrated	FV Catsup and chili sauce
FV Berries (fresh, frozen, canned)	SC Caviar and other fish roes
SC Bees and beeswax	GP Cereals and cereal preparations
GP Beet pulp	GP Cerelese (procurement function assigned to SC)
SU Beet sugar (procurement function assigned to SC)	DP Cheese (natural, processed, cottage)
GP Bird food	SC Chewing gum
GP Biscuits (Army type) (procurement function assigned to SC)	TO Chewing tobacco
LM Bologna	DP Chicken (fresh, frozen, canned)
GP Bonemeal	SC Chicle
LM Bouillon cubes	SC Chicory
GP Bran	GP Chicory seed
GP Bread	FV Chili con carne
GP Breakfast foods	SC Chili pepper or powder
GP Buckwheat (including flour and cereal)	SC Chocolate and chocolate products
DP Butter, butter oil, and butter products	FV Chow chow
	SC Chow mein
	SC Chutney
	SC Cider
	TO Cigars
	TO Cigarettes
	SC Citric acid

GP Citrus pulp feed	GP Dextrose (procurement function assigned to SC)
FV Citrus fruit - fresh, canned, pomace, including juices and concentrates	SC Diacetone - gluconic acid
SC Clams and clam products	GP Distillers dried grains
GP Clover and grass seed	GP Dog biscuits
SC Cocoa and cocoa products	LM Dog food (dry mixed, dehydrated)
SC Cocoa butter	DP Dried eggs (whole yolks, albumin)
SC Coconuts and coconut products	LM Dried beef
FO Cocoanut oil	DP Dried milk (whole, skim, whey, buttermilk)
SC Coffee (also coffee concentrates, flavorings, syrups, and substitutes)	FV Dried fruits
SC Concentrated desserts	LM Dried sausage
SC Concentrated food drinks (ovaltine, postum)	SC Drink powders
DP Condensed milk	LM Edible animal fats (while in packing plant)
SC Confectionery	FO Edible animal fats (outside packing plant)
FO Cooking oils and compounds	SC Edible starch
SC Copper sulphate	LM Edible tallow (while in packing plant)
GP Copra meal	FO Edible tallow (outside packing plant)
GP Corn grits and corn meal	DP Eggs, frozen, shell, dried
GP Corn starch (procurement function assigned to SC)	SC Enzymes (diastatic, pectinal)
GP Corn sugar (procurement function assigned to SC)	SC Essential oils
GP Corn syrup (procurement function assigned to SC)	DP Evaporated milk
CF Cotton (raw)	SC Extracts, flavoring
CF Cotton lint	GP Farina
CF Cotton (mill) waste	FO Fatty acids
CF Cotton linters	FO Fatty alcohols
CF Cotton seed	GP Feed and grain products
GP Cottonseed (meal, cakes, pellets)	FO Feeding oil
FO Cottonseed oil	SC Fertilizers
SC Crabs and crabmeat	CF Fibers
GP Cracked wheat	SC Filling (cake and pie)
GP Crackers and cracker meal	SC Fish and shellfish (fresh, frozen, cured, canned)
GP Cracked corn	FO Fish and marine animal oils
DP Cream (liquid and dry)	SC Fish liver oil
FV Crushed fruits	SC Fish liver oil concentrate
SC Cured fish (brined, dried, salted, other)	GP Fish meal
LM Cured meats	SC Fish roe (fresh and canned)
DP Custard (frozen)	SC Flavoring extracts
SC Custard powders	SC Flavorings, powders, syrups
SC Dates (chocolate covered, stuffed, dried)	FV Flavoring concentration
FV Dehydrated fruits	CF Flax
LM Dehydrated meats	FO Flax seed
GP Dehydrated soup	SC Food colors
FV Dehydrated vegetables	GP Flour
SC Desserts (ready-to-mix)	SC Fountain syrup
GP Dextrin (procurement function assigned to SC)	LM Frankfurters
	SC Fungicides
	FV Fruits (fresh, canned, dried, frozen, pickled, processed)
	SC Fruits (candied, glaze)
	FV Fruit butters
	SC Fruit extracts

FV Fruit jams, jellies, preserves	SC Maple sugar, syrup
FV Fruit juices (concentrated, canned)	SC Maraschino cherries
SC Fruit-peel products, (Except when	FO Margarine
SC Fungicides used as feed)	FO Marine animal oils
GP Garbanzos (chick peas)	FV Marmalades
SC Gelatin	LM Marmite
GP Glucose (procurement function	SC Marshmallows and marshmallow products
assigned to SC)	SC Matches
FO Glycerine, crude, refined	SC Mate
DP Goats milk	GP Matzoh (bread)
GP Graham flour	SC Mayonnaise and salad dressing
GP Grain sorghums	GP Meal
GP Granite grits and meal	GP Meat and bone meal
FO Grease (lard) oils	LM Meat and meat products (fresh,
FO Grease stearine	canned, dehydrated, pickled,
GP Grits	cured, frozen)
GP Hard bread	LM Meat extracts
LM Head cheese	SC Meat sauce
CF Hemp	FV Melons
FO Hemp seed	GP Milk feeds (prepared, for animals)
CF Henequen	DP Milk formulas, baby
GP Hominy (including grits)	DP Milk sugar
SC Honey	DP Milk, (cultured, fluid, dry,
FV Hops	condensed, evaporated, iced,
FV Horse radish	malted)
DP Ice cream and mix (liquid, dry)	FV Mincemeat
DP Ices, sherbets, frappes	SU Molasses (procurement function
FO Inedible animal fats	assigned to SC)
FO Inedible grease	SC Mustard (prepared and dry)
FO Inedible tallow	LM Mutton
SC Insecticides	CF Naval stores
FV Jams	FO Neats foot oil, stock, stearine
FV Jellies	TO Nicotine (alkaloid, sulphate,
CF Jute	bentonite)
CF Kapok	SC Nicotinic acid
FV Ketchup	SC Noodles
SC Ketogulonic acid	FV Nuts, tree
SC Kola nuts	GP Oats, rolled oats and oat cereal
SC Labels	FO Oil-bearing materials
LM Lamb	FO Oils, cooking
FO Lanolin	GP Oilseeds
LM Lard (while in packing plant)	FO Oils, vegetable and nut
FO Lard (outside packing plant)	FO Oleo oil, stearine, stock
GP Laundry starch (procurement	FO Oleomargarine
function assigned to SC)	FV Olives (fresh, canned)
GP Leavening compounds	FO Olive oil
GP Lentils	SC Ovaltine
SC Licorice Candy	GP Oyster shells (flour, grits, ground)
FO Linseed, linseed oil (edible, boiled)	SC Paris green
GP Linseed meal and oilcake	FO Peanut butter
GP Liver and glandular meal	GP Peanut flour
FV Loquats	GP Pearl barley
SC Lozenges, candy	GP Peas, dried
SC Macaroni and macaroni products	GP Peal meal, precooked
GP Malt, malt syrup	FO Peanuts (edible)
	GP Peanut cake and meal
	FV Pectin, apple, citrus

SC Pepper	FO Soap stock (foots)
SC Pharmaceuticals	SC Sorbose
SC Phosphoric acid	SU Sorghum (procurement function assigned to SC)
FV Pickles	FV Soups, canned
CF Pine oil, pine tar, pine pitch	GP Soya beans and soya products
FV Pomace, fruit	SC Spaghetti
GP Popcorn seed	SC Spices
SC Pop corn (except candied)	GP Split peas, dry
FV Pork and beans, canned	GP Starch: corn, root, wheat
LM Pork	GP Sugar, corn
FV Potato chips	SU Sugar: cane, beet (procurement function assigned to SC)
FV Potato starch	SU Sugar syrup
DP Poultry (fresh, frozen, canned)	SC Sugar wafers
GP Prepared feeds	FO Sulfonated fats, oils, and fatty acids
FV Preserves	DP Sweetened condensed milk
GP Protein feeds - concentrates	SC Syrups, flavoring
SC Puddings	SC Syrups - blended, bottlers, cane, corn, maple, molasses, refiners
FV Pulp, fruit	FO Tall oil
GP Pulp (beet, etc.) (used for animal feed)	FO Tallow oil
LM Rabbits or hares	FO Tallow stearines
CF Ramie	GP Tankage
LM Rations (meat)	SC Tapioca
SC Ravioli	CF Tarene
FV Relishes	SC Tartaric acid
LM Rendered pork fat	SC Tea
CF Resin	TO Tobacco, leaf
GP Rice, rice flour, meal	TO Tobacco, seed
GP Rye flour	TO Tobacco by-products
GP Rolled barley and oats	SC Toliet paper
CF Rosin	FV Tomato products
SC Salad dressings	DP Turkey, fresh, canned, frozen
FO Salad oil	CF Turpentine
SC Salt	LM Tushonka
DP Sandwich spreads (dairy products base)	SC Vanilla beans
LM Sandwich spreads (meat products base)	LM Veal
SC Sauces, meat, vegetable	FV Vegetables (canned, frozen, dehydrated, fresh, pickled, processed)
LM Sausage	FV Vegetable juices
FV Sauerkraut	GP Vegetable seeds
LM Scrapple	FV Vegex
SC Seafood (canned, fresh, frozen)	SC Vermicelli
SC Seasoning	SC Vinegar
SC Seeds (spice)	SC Vitamins
GP Seeds	GP Wheat
GP Semolina	GP Wheat cereal, including bran
SC Shellfish (fresh, frozen, canned)	GP Wheat flakes
DP Sherbet	GP Wheat flour: white, graham
FO Shortenings	GP Wheat - meal (farina)
CF Sisal	DP Whey: liquid, dry
DP Skim milk powder	FO Wool grease
TO Snuff	SC Yeast
FO Soaps	GP Zwieback and rusks

SECTION II - ASSIGNMENT OF COMMODITIES BY BRANCHES

COTTON AND FIBER BRANCH

Abaca
 Cotton:
 Raw
 Lint
 Linters
 Mill waste
 Cotton seed
 Fibers
 Flax
 Hemp
 Henequen
 Jute
 Kapok
 Naval stores:
 Abietic acid
 Borneol
 Gum rosin
 Pine oil, tar, pitch, tar oil
 Pinene
 Tall oil, crude
 Tarene
 Terpineol
 Truline binder
 Turpentine - gum, wood
 Vinsol resin
 Wood rosin
 Wood spirits
 Ramie
 Resin
 Rosin
 Sisal
 Tarene
 Turpentine

DAIRY AND POULTRY BRANCH

Baby milk formulae
 Butter
 Butter oil
 Casein
 Cheese - natural, processed, cottage
 Chicken (fresh, frozen, canned)
 Condensed milk
 Cream (fluid and dry)
 Cultured milk
 Custard (frozen)
 Dried eggs (whole, yolks, albumin)
 Dried milk (whole, skim, buttermilk)
 Eggs (frozen, shell, dried)
 Evaporated milk
 Goats milk
 Ice cream

DAIRY AND POULTRY BRANCH - CONT'D.

Ice cream mix (liquid, dry)
 Ices, sherbet, frappes
 Ice milk
 Malted milk
 Milk sugar
 Milk (fluid, dry, condensed, evaporated)
 Poultry (fresh, frozen, canned)
 Sandwich spreads (dairy products base)
 Sherbet
 Turkey (fresh, canned, frozen)
 Whey (liquid, dry)

FATS AND OILS BRANCH

Coconut oil
 Cooking oils and compounds
 Copra oil
 Corn oil
 Cottonseed oil:
 Prime
 Summer yellow
 Deodorized
 Refined (salad oil)
 Fatty acids - animal, fish, red oil, stearic acid, vegetable
 Fatty alcohols
 Feeding oil
 Fish and marine animal oils:
 Menhaden oil Shark oil
 Sardine oil Sperm oil
 Pilchard oil Whale oil
 Salmon oil Cod oil
 Herring oil
 Seal oil
 Flax seed oil
 Glycerine: crude, refined
 Grease (lard) oils
 Grease stearin
 Hempseed oil
 Inedible animal fats
 Inedible grease
 Inedible tallow
 Lanolin
 Linseed oil - edible and boiled
 Margarine
 Neat's-foot oil, stearine, stock

SECTION II - ASSIGNMENT OF COMMODITIES BY BRANCHES - CONTINUED

FATS AND OILS BRANCH - Continued

Oils, vegetable and nut, and vegetable seeds, including:
 Babassu oil, kernels
 Castor bean oil, beans
 Cashew nut oil, nut shell oil
 Cocomut oil
 Copra
 Cottonseed oil
 Corn oil
 Cohune oil, kernels
 Flax seed oil
 Hempseed oil, hempseed
 Linseed, linseed oil
 Murumuru oil, kernels
 Mustard seed, seed oil
 Nut oils
 Oiticica oil, nuts
 Olive oil, oil foods
 Palm kernel oil, kernels, oil
 Peanut oil
 Perilla oil, seed
 Poppy seed oil
 Rapeseed oil, rapeseed
 Rubber seed oil, seed
 Safflower oil
 Sesame seed oil, seed
 Soy bean oil, beans
 Sunflower seed oil, seed
 Tucum oil, kernels
 Tung oil (China wood oil), nuts
 Vegetable fats and oils
 Walnut oil
 Oleo oil, stearine, stock, extra oleo oil
 Oleomargarine (tropical, temperate)
 Olive oil
 Peanut oil, peanut butter, edible peanuts
 Salad oil
 Shortenings
 Soaps, including toilet, laundry, flakes, powder, scouring powder
 Soap stock (foots) raw and acidulated
 Sulfonated fats, oils, and fatty acids
 Tall oil
 Tallow oil (outside packing plant)
 Tallow stearines
 Wool grease

FRUIT AND VEGETABLE BRANCH

Baby food (canned fruits and vegetables, and soup)
 Berries
 Butters, fruit
 Canned soups
 Catsup and chili sauce
 Chow chow
 Chili con carne
 Cider
 Citrus fruit - fresh, canned, including juices and concentrates:
 Grapefruit, fresh, canned, juice and concentrate
 Lemons, fresh, juice, and concentrate
 Limes, fresh, juice
 Oranges, fresh, juice, and concentrate, canned (mandarin and tangerine), pomace, tangerines
 Fruits (fresh, pickled, cold-packed, crushed, canned, dried, dehydrated, glacé, frozen and other processed forms), including:
 Apples
 Apricots
 Avocado (Calavo, Alligator pear)
 Berries:
 Blackberries, including dewberries
 Blueberries
 Boysenberries
 Cranberries
 Gooseberries
 Lingon
 Loganberries
 Raspberries
 Strawberries
 Youngberries
 Cherries
 Currents
 Dates
 Figs
 Grapes
 Hops
 Loquats
 Mango
 Olives
 Papaya
 Peaches
 Pears
 Pineapple

SECTION II - ASSIGNMENT OF COMMODITIES BY BRANCHES - CONTINUED

FRUIT AND VEGETABLE BRANCH - Continued

Fruits (fresh, pickled, cold-packed, crushed, canned, dried, dehydrated, glacé, frozen and other processed forms), including:

Plums
Persimmons
Prunes
Quince
Raisins

Hops
Horseradish

Jams

Jellies

Ketchup

Marmalade

Melons

Mincemeat

Nuts, tree, including:

Almonds and	Pecans
almond paste	Pili nuts
Apricot pits	Pine nuts (pignolia)
Brazil nuts	Pistachio
Cashew nuts	Walnuts:
Chestnuts	Black
Filberts and	Butternut (white
hazelnuts	walnut)
Hickory nuts	English or Persian

Pectin

Pickles

Pomace, fruit

Pork and beans

Potato chips

Potato starch

Preserves

Pulp, fruit

Relishes

Sauerkraut

Soups, canned, dehydrated

Tomato products

Vegetables (fresh and all forms of processed, such as canned, dehydrated, frozen, pickled, etc.) including:

Artichoke, crown, Jerusalem
Asparagus
Baked beans
Beans, snap and green, wax, lima
Beets
Broccoli
Brussels sprouts
Cabbage
Carrots

Vegetables, including:

Cauliflower
Celery
Collards
Corn
Cucumbers
Dandelion
Kale
Melons
Mushrooms
Okra
Onions
Parsnips
Peas
Peppers
Pickles
Potatoes
Pumpkin
Rhubarb
Rutabagas
Spinach
Squash
Tomatoes, all forms
Turnips
Truffles
Vegetable juices

GRAIN PRODUCTS BRANCH

Alfalfa

Animal feed

Bakery products

Bakers' malt

Barley, including roasted barley

Beans, dry, edible

Beet pulp

Bird food

Biscuits, Army type (procurement function to SC)

Bonemeal

Bran

Bread

Breakfast foods

Buckwheat (incl. flour and cereal)

Cake, pressed

Cakes, bakery products

Cereals and cereal preparations, including:

Buckwheat cereal	Farina
Cereal breakfast foods	Malt
Corn grits and meals	Oat cereal
Roasted barley meal	Semolina

SECTION II - ASSIGNMENT OF COMMODITIES BY BRANCHES - CONTINUED

GRAIN PRODUCTS BRANCH - Continued

Cerelose (procurement SC)	Garbanzos (chick peas)
Clover and grass seed	Glucose (procurement SC)
Copra meal	Graham flour
Corn flakes	Grain sorghums
Corn grits and corn meal	Granite grits and meal
Corn starch	Grits
Corn sugar (procurement SC)	Hard bread
Corn syrup	Hominy (including grits)
Cottonseed (meal, cakes, pellets)	Leavening compounds
Cracked wheat	Lentils
Crackers and cracker meal	Linseed meal and oil cake
Cracked corn	Liver and glandular meal
Dextrin (procurement SC)	Malt, syrup
Dextrose	Matzoh (bread)
Distillers Dried Grains	Meal
Dog biscuits	Meat and bone meal
Farina	Milk feeds (prepared for animals)
Feed and grain products, including:	Oats, rolled oats and oat cereal
Alfalfa leaf meal	Oil seeds
Alfalfa meal	Oyster shell (flour, grits, ground)
Beet pulp	Peanut flour
Beet pulp molasses feed	Pearl barley
Bone meal	Peas, dried
Bran	Pea meal, precooked
Broiler feed	Peanut cake and meal
Chick starter	Popcorn (except candied)
Corn	Popcorn seed
Corn flour	Pretzels
Cottonseed meal and cake	Prepared feeds
Cottonseed pellets	Protein feeds - concentrates
Cracked corn	Rice, rice flour, meal
Crackling	Rye flour
Dried blood	Rollled barley and oats
Fruit peel products (used as animal feed)	Seeds
Gluten feed and meal	Semolina
Graham flour	Soya beans
Grain sorghums	Soya products
Granite grits	Split peas, dry
Greave cakes	Starch: corn, root, wheat
Ground liver	Tankage
Hominy feed	Vegetable seeds
Laying mash	Wheat
Flour, including:	Wheat cereal, including bran
Blended	Wheat flakes
Buckwheat	Wheat flour, white, graham
Cake	Wheat meal (farina)
Grain	Zwieback and rusks
	Prepared or self-rising (biscuit, doughnut, pancake)
	Rye
	Wheat

SECTION II - ASSIGNMENT OF COMMODITIES BY BRANCHES - CONTINUED

LIVESTOCK AND MEATS BRANCH

Army rations, canned
Bologna
Bouillon cubes
Broth meat
Calf's foot jelly
Canned meats, including:
 Canned pork: luncheon meat,
 tongues, corned, ch. ham,
 bulk sausage
 Canned pork links
 Canned pork and soya
 Vienna sausage
 Canned bacon
 Tushonka
 Army Rations
 Canned corned beef
 Dehydrated pork
Casing, sausage, meat
Cured meats, including:
 Wiltshire sides (cured)
 Cured pork, 20 lbs. and over:
 S. P. Hams
 Salted Bellies American, Clear
 Salted fatbacks
 Salted clear plates
 Salted jowl butts
 Salted pigs feet
Dehydrated meats
Dog food (dry mixed, dehydrated)
Dried sausage
Edible animal fats (while in
 packing plant)
Edible tallow (while in packing
 plant)
Frankfurters
Head cheese
Lard (while in packing plant)
Marmite
Meat and meat products (fresh, canned,
 dehydrated, smoked, pickled, cured,
 frozen) including beef, lamb, mutton,
 pork, veal, and offals
Meat extracts
Pastrami
Rabbits or hares
Rendered pork fat
Sandwich spreads - meat products base

Sausage
Scrapple.

SPECIAL COMMODITIES BRANCH

Acids (citric, tartaric, phosphoric)
Acetic acid
Anchovy paste
Arrowroot
Arsenate of calcium
Baby food (other than canned fruits,
 vegetables, soups, and milk formulae)
Baking powder
Baking soda
Bananas, banana powder
Bees and beeswax
Candied popcorn
Candy
Canned fish, including:
 Fish pastes Pilchards
 Fish roe Salmon
 Herring Sardines
 Mackerel Shell fish
Carbon bisulphate
Caviar
Chewing gum, candy
Chicle
Chicory
Chili pepper or powder
Chocolate and chocolate products
Chow mein
Chutney
Cider
Citric acid
Clams and clam products
Cocoa and cocoa products
Coconuts and coconut products
Coffee (also coffee concentrates, flavor-
 ings, syrups, and substitutes)
Concentrated desserts
Concentrated food drinks (Ovaltine, Postum)
Confectionery
Copper sulphate
Crabs and crab meat
Cured fish (all kinds, brined, dried,
 salted, smoked, other)
Custard powders
Dates (chocolate-covered, stuffed, dried)
Desserts (ready-to-mix)
Diacetone - gullosonic acid
Drink powders

SECTION II - ASSIGNMENT OF COMMODITIES BY BRANCHES - CONTINUED

SPECIAL COMMODITIES BRANCH - Continued

Enzymes (diastatic, pectinal)

Essential oils, including:

Angelica oil	Mandarin oil
Anise oil	Neroli oil (Orange flower oil)
Bergamot oil	Neroli (Portugal oil)
Birch tar oil	Nutmeg oil
Bitter almond oil	Orris oil
Bitter orange oil	Origanum oil
Calamus oil	Orange oil
Cardemon oil	Pennyroyal
Cassia oil	Palmarosa oil
Caraway oil	Peppermint oil
Carrot oil	Parsley oil
Cedar oil	Pepper oil
Celery oil	Peru oil
Chenopodium oil	Pettigrain oil
Chamomile roman oil	Pimento oil
Clove oil	Rose oil
Cognac	Rose geranium oil
Coriander oil	Sassafras oil
Fennel oil	Spearmint oil
Galanga	Star anise oil
Ginger oil	Sweet birch oil (wintergreen)
Grapefruit oil	Thyme oil
Juniper oil	Wormwood oil
Hop oil	Wormseed oil
Lemon oil	Tangerine oil
Lemon oil: terpeneless	Ylang-ylang oil
Loveage oil	
Lime oil	
Laurel oil	
Mace oil	
Marjoram oil	

Extracts, flavoring

Fertilizers

Fillings: cake, pie

Fish and shellfish (fresh, frozen, cured, canned)

Fish liver oil, concentrate

Fish meal

Fish roe (fresh and canned)

Flavoring extracts, paste, powders, syrups

Food colorings

Fountain syrup

Fruit extracts

Fruits, candied, glacé

Fruit peel products (except when used for animal feed)

Fungicides

Gelatin

Insecticides

Ketogulonic acid

Kola nuts

Labels

Laundry starch (procurement function only)

Licorice candy

Losenges, candy

Macaroni and macaroni products

Maple sugar, syrup

Maraschino cherries

Marshmallows and marshmallow products

Matches

Maté

Mayonnaise and salad dressing

Mustard (prepared and dry)

Nicotinic acid

Noodles

Ovaltine

Oysters

Paris green

Pepper

Pharmaceuticals

Phosphoric acid

Postum

Puddings

Popcorn

Ravioli

Rings (macaroni products)

Salad dressings

Salt

Sauces, meat and vegetable

Seafood (canned, fresh, frozen)

Seasonings

Seeds (spice)

Shellfish (fresh, frozen, canned)

Sorbese

Soy sauce

Spaghetti

Spices

Sugar wafers

Syrups, flavoring

Syrups, blended, bottlers, cane, corn, maple, molasses, refiners

Tapioca

Tartaric acid

Tea

Toilet paper

Vanilla beans

Vermicelli

Vinegar

SECTION II - ASSIGNMENT OF COMMODITIES BY BRANCHES - CONTINUED

SPECIAL COMMODITIES BRANCH - Continued

Vitamins, including:

Vitamin A

Carotene (powder)
(paste)

Vitamin B Complex

Aneurin (b₁) - English term
Pyridoxine-Hydrochloride (B₆)
Riboflavin (B₂ or G)
Thiamine Hydrochloride (B₁)
Nicotinic acid
Nicotinamid

Vitamin C

Ascorbic acid
Crystals
Tablets

Vitamin D

Viosterol (irradiated ergosterol)

Vitamin G

Riboflavin

Yeast, including

Desiccated
Cakes
Tablets

SUGAR BRANCH

Beet sugar (procurement function assigned to SC)

Cane sugar	"	"	"	"	"
Cane syrup	"	"	"	"	"
Molasses	"	"	"	"	"
Sorghum	"	"	"	"	"
Sugar: cane, beet	"	"	"	"	"
Sugar syrup					

TOBACCO BRANCH

Chewing tobacco

Cigars

Cigarettes

Nicotine (alkaloid, sulphate, bentonite)

Snuff

Tobacco, leaf

Tobacco, seed

Tobacco byproducts

SECTION III. Assignment of Commodities for Inspection Purposes

While primary responsibility for the inspection of various commodities is hereby assigned to the following branches, there will continue to be entire freedom of action among the branches in arranging for inspection in specific cases. For example, inspecting and testing certain oils such as citrus oils is done in the Fruit and Vegetable Branch, but for certain transactions it may be that the Grain Products Branch, which tests most of the oils purchased, could handle a specific inspection much more promptly and with less expense. In other instances, one branch might not have personnel conveniently located to take samples; the branch, therefore, before incurring travel expense, should ascertain whether or not other FDA personnel could be utilized. These cases may be handled directly by the branches, or in cases of uncertainty or indecision, the question should be referred to Deputy Director Kitchen for solution.

COTTON AND FIBER BRANCH

Cotton and Cotton Products

- Cotton
- Cotton Linters:
- Munitions
- Plastics
- Surgical Dressings
- Cottonseed

Miscellaneous Items

- Matches
- Toilet tissue

Naval Stores

- Dipentine
- Kiln pine tar
- Liquid rosin
- Pine Oil
- Pine pitch
- Pine tar oil
- Pinene
- Retort pine tar
- Tarene
- Tarol
- Turpentine
- Wood rosin

DAIRY AND POULTRY BRANCH

- Butter
- Canned poultry
- Cheese (American)
- Cheese (Processed)
- Chicken soup
- Dressed poultry
- Eggs (Dried)

DAIRY AND POULTRY BRANCH (Cont.)

- Eggs (Frozen)
- Eggs (Shell)
- Milk (Condensed)
- Milk (Evaporated)
- Milk Dry (Roller)
- Milk Dry (Spray)
- Milk Dry, Whole
- Ovaltine

FRUIT AND VEGETABLE BRANCH

All Fresh Fruits and Vegetables

Canned Fruits

Dried Fruit

Frozen Fruits and Vegetables

Fruit Pulp

- Orange marmalade
- Orange marmalade pulp
- Other fruits preserved in any manner

Fruit Products

- Citric acid
- Enzymes
- Grapefruit juice, canned or concentrate
- Grapefruit oil
- Jams, jellies and jouserves
- Lemon juice
- Lemon oil
- Orange juice, canned or concentrated
- Orange oil
- Pectin, dry apple and citrus

FRUIT AND VEGETABLE BRANCH (Cont.)

Pectin, liquid apple and citrus
Pomace, dried apple
Prepared fruit juices
Tangerine oil

Canned Vegetables

Including canned dry beans
Soups canned or condensed -(except
chicken - see Dairy and Poultry
products)

Dehydrated Vegetables

Including dry concentrated soups and
soup mixtures

Nuts

Peanuts
Shelled raw
Butter
Pecans
Walnuts

Seeds

Potato

Fish

Canned flaked fish
Dry salt fish
Herring
Mackerel
Pilchards
Salmon
Sardines

Miscellaneous Items

Baking powder
Baking soda
Chocolate and chocolate products
Coffee (green)
Coffee (roasted ground)
Coffee substitutes
Soluble coffee
Soluble coffee products
Coriander
Custard powder
Essential oils
Flavoring extracts
Gelatin
Gelatin dessert
Mincemeat

Pickles (chow chow and relishes)
Poppy seed
Salt (rock or table)
Sauces (except soy - see Grain, F
Products Branch)
Spices
Sugar (except corn - see Grain
Products Branch)
Syrup (cane and corn)
Syrup (fountain)
Tea
Vanilla beans
Vanillin crystals
Vinegar

GRAIN PRODUCTS BRANCH

Grain and Cereal Products

Cereals

Army biscuits
Buckwheat cereal
Cereal breakfast foods
Corn grits
Corn meal
Farina
Macaroni
Malt
Oat cereal
Oats, rolled
Roasted barley cereal
Semolina
Wheat bran

Feed and Grain Products

Alfalfa leaf meal
Alfalfa meal
Barley
Bran
Corn
Cornstarch
Corn sugar anhydride
Cottonseed meal
Cottonseed pellets
Cracked wheat
Dextrose
Fish meal
Graham flour
Grain sorghums
Granite grits
Linseed oil cake

GRAIN PRODUCTS BRANCH (Cont.)

Liver and glandular meal
Meat and bone meal
Middlings
Mixed dairy and poultry feed
Mustard seed
Oats
Oil cake meal
Oyster shell flour
Oyster shell grits
Pearl barley
Pop corn
Rice
Rolled barley
Rye flour
Shorts
Wheat
Wheat flour
Wheat mill run feed

Seeds

Chicory
Clover and Grass
Peanuts
Vegetable

Soy and Soy Products

Soy beans
Soy flour
Soy grits
Soy sauce
Soybean pellets

Oils

Caraway oil
Castor oil
Coconut oil
Cottonseed oil
Feeding oil
Linseed oil
Peanut oil
Salad oils
Shortening (Hydrogenated)
Soybean oil
Sunflower seed oil
Wormseed oil

Dry Vegetables

Beans, dry edible
Peas
Split peas

Vitamins and Related Commodities.

Acid (ascorbic)
Carotene
Cyanacitamid
Fish liver oils
Gulosonic acid
Riboflavin
Sorbos
Vitamin B₁ - Thiamin Hydrochloride
Vitamin B₆

Miscellaneous Items

Acid (acetic)
Candles
Chicory root
Fatty acids
Ground kola nuts
Hops
Laundry starch
Phosphoric acid
Soap (laundry)
Soap (toilet)
Yeast

LIVESTOCK AND MEATS BRANCH

Meats Other Than Poultry

Army rations	Dr. beef sl.
Barreled family beef	Fatbacks
Barreled salami	Frozen:
Beef lungs	Beef carcass
Beef extract	Beef kidneys
Beef suet	Boneless beef
Canned corned beef	Lamb carcass
Canned meat	Pork kidneys
Canned pork and soya links	Pork livers
Canned sliced bacon	Pork loins
Corned beef hash	Pork trim.
Cured pork	Veal Carcass
Cured pork products	Hog casings
Dehydrated beef	India mess beef
Dried beef	Smoked pork

Oils

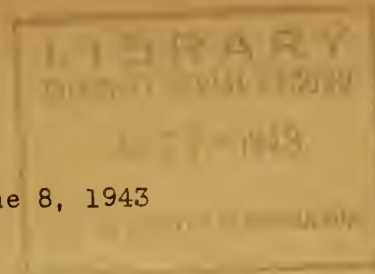
Edible tallow	Oleomargarine
Lard	Rendered pork fat
Oleo oil	

Miscellaneous Items

Calves feet jelly

Insecticides, Fungicides & Disinfectants

WAR FOOD ADMINISTRATION
Food Distribution Administration
Washington 25, D. C.



June 8, 1943

DIRECTOR'S MEMORANDUM NO. 2

Supplement 12

Amendment 1

Assignment of Responsibility for Commodities

The commodity assignments made by Director's Memorandum No. 2, Supplement 12, are revised as follows:

Soy Bean Products

Paragraph 2(h) on page 2 is revised to read as follows:

Fats and Oils Branch and the Grain Products Branch shall jointly determine the amount of soy beans to be used in the production of oil and other products. Fats and Oils Branch shall be responsible for procurement, processing, and distribution, including the recommendation on civilian food rationing of soy bean oil and products to the Civilian Food Requirements Branch. The Grain Products Branch shall be responsible for soy bean flour, meal, and cake, and for the developing, processing, and purchase of protein food products in which soy beans or other grain products are the principal constituents, except that Fruit and Vegetable Branch shall have primary responsibility for certain dehydrated soups containing soya, as outlined in paragraph entitled "Dehydrated and Dry Soups".

Dehydrated and Dry Soups

Paragraph 4 on page 3 is revised to read as follows:

The Fruit and Vegetable Branch is responsible for all functions in connection with dehydrated soups. Dry powder soups composed entirely of grain products, such as dry beans, peas, oats, barley, wheat, or rice, or soy bean products to which seasoning including onions have been added, will be handled by the Grain Products Branch. Other dry powder soups may be handled by the Grain Products Branch, when arranged by mutual consent with the Fruit and Vegetable Branch. In instances in which the commodities assigned to other branches are utilized in the manufacture of dehydrated soups, Fruit and Vegetable Branch shall consult with the appropriate branch or branches.

The following assignments should also be noted:

<u>Commodity</u>	<u>Branch Assignment</u>
Beans, canned (with and without meat)	Grain Products Branch
Beverages (alcoholic and nonalcoholic)	Special Commodities Branch
Bouillon Cubes (containing meat)	Fruit and Vegetable Branch
Bouillon Cubes (containing yeast)	Special Commodities Branch
Calf's Foot Jelly	Fruit and Vegetable Branch
Candles	Special Commodities Branch
Cider	Special Commodities Branch
Dates (chocolate covered, stuffed, and others used in confections)	Special Commodities Branch
Dog Food (canned - containing meat)	Livestock and Meats Branch
Dog Food (canned - other than meat)	Grain Products Branch
Fish Meal	Special Commodities Branch
Fruits, glacé	Special Commodities Branch
Leavening Compounds	Special Commodities Branch
Marmite and Vegex (hydrolized yeast)	Special Commodities Branch
Mayonnaise and salad dressing	Special Commodities Branch
Meat Broth	Fats and Oils Branch
Nuts (edible tree nuts, domestic and imported, except coconuts)	Fruit and Vegetable Branch
Oleo oil (while in packing plant)	Fruit and Vegetable Branch
Oleo oil (outside packing plant)	Livestock and Meats Branch
Rabbits and Hares	Fats and Oils Branch
	Dairy and Poultry Branch

Special Purchases

The Special Commodities Branch is hereby assigned the responsibility for making "special purchases." These purchases involve the procurement of a various assortment of commodities in small quantities, many of which are assigned to other branches, and are assigned to this Branch in the interest of expediency. Before making these purchases, the Special Commodities Branch shall check with the branches concerned to determine if the commodities desired are readily accessible and can be transferred for the purpose desired. The Special Commodities Branch shall report purchases of these commodities to the branches concerned.

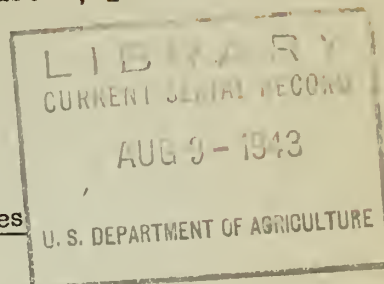

Director

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WAR FOOD ADMINISTRATION
Food Distribution Administration
Washington 25, D. C.

August 2, 1943

DIRECTOR'S MEMORANDUM NO. 2
Supplement 12
Amendment 2



Assignment of Responsibility for Commodities

The assignment of responsibility for commodities is revised as follows:

<u>Commodity</u>	<u>From</u>	<u>To</u>
Vinegar	Special Commodities Branch	Fruit and Vegetable Branch
Bouillon Cubes (containing meat)	Fruit and Vegetable Branch	Special Commodities Branch
Chili and Carne	Fruit and Vegetable Branch	Livestock and Meats Branch
Ice*	Special Commodities Branch

- * Ice - The Special Commodities Branch shall collaborate with the Transportation and Warehousing Branch in the consideration of requests for priorities for materials for ice manufacturing plants, and in connection with other matters relating to materials and facilities.

C. W. Kitchen

Acting Director

INDEX ENTRY

Organization
Commodities, assignment of

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Food Distribution Administration
Washington 25, D. C.

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October 21, 1943

DIRECTOR'S MEMORANDUM NO. 2
Supplement 12
Amendment 3

Assignment of Responsibility for Commodities

The assignment of responsibility for commodities is revised as follows:

<u>Commodity</u>	<u>From</u>	<u>To</u>
Edible peanuts and peanut butter	Fats and Oils Branch	Special Commodities Branch
Bananas	Special Commodi- ties Branch	Fruit and Vegetable Branch

Roy F. Kendrickso

Director

INDEX ENTRIES:

Commodities: assignment of (see also Organization)
Organization: Commodities, assignment of

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THE DIVISION OF THE PHYSICAL SCIENCES

1954-1955

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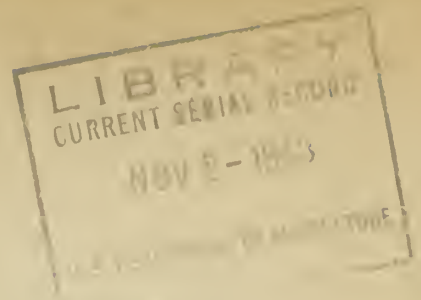
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WAR FOOD ADMINISTRATION
Food Distribution Administration
Washington 25, D. C.



October 30, 1943

DIRECTOR' MEMORANDUM NO. 2

Supplement 12

Amendment 4

Assignment of Responsibility for Commodity

Effective November 10, 1943 the functions and operations of procuring beet and cane sugar are transferred from the Special Commodities Branch to the Sugar Branch.

A committee consisting of Harry Dunkleberger, Chief of the Organization and Procedure Division, and a representative to be designated from each of the affected branches shall make recommendations to the Director with respect to any transfers of personnel, property or funds incident to the transfer of the above functions. The committee shall report not later than November 5.

Roy F. Hendrickson

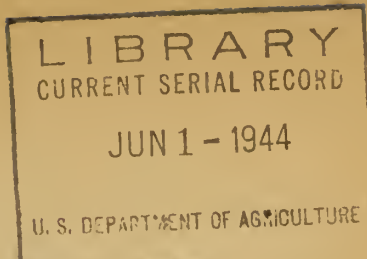
Director

INDEX ENTRIES:

Organization: Commodities, assignment of
Procurement: Responsibility for: Sugar, beet and cane

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WAR FOOD ADMINISTRATION
Office of Distribution
Washington 25, D. C.



February 17, 1944

DIRECTOR'S MEMORANDUM NO. 2

Supplement 12
Amendment 5

Assignment of Responsibility for Commodities

Commodities not specifically listed in Director's Memorandum No. 2, Supplement 12, are assigned to the branches indicated below:

<u>Commodity</u>	<u>Branch</u>
Canary Seed (handled along with spices by the trade)	Special Commodities Branch
Turtles	Special Commodities Branch
Tonka Beans	Tobacco Branch
Lupines	Grain Products Branch
Garlic	Fruit and Vegetable Branch

Imported Edible Tree Nuts Under M-63* - The assignment of edible tree nut quotas under M-63 shall be the responsibility of the Special Commodities Branch. The Fruit and Vegetable Branch shall approve the proposed quotas prior to their assignment. The issuance or denial of applications for import authorizations under M-63 within the agreed quotas shall be the responsibility of the Special Commodities Branch.

Director

*This modifies the assignment contained in Director's Memorandum No. 2, Supplement 12, Amendment 1.

INDEX ENTRIES:

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Organization: Commodities, assignment of

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UNITED STATES DEPARTMENT OF AGRICULTURE
Food Distribution Administration
Washington, D. C.

April 20, 1943

DIRECTOR'S MEMORANDUM NO. 2

Supplement 13

Organization and Assignment of Responsibilities for the
Caribbean Emergency Program

The critical nature of the emergency food needs of the Caribbean area, due to the difficulties of shipping under war conditions, places responsibility on FDA to meet these needs to the full extent of available shipping space. The Department of Agriculture has entered into a cooperative agreement with the Department of Interior for the purpose of supplying food and other agricultural products to Puerto Rico and the Virgin Islands. The Lend-Lease Administration has asked Food Distribution Administration to supply other areas. This supply program is hereby officially designated the Caribbean Emergency Program.

The Caribbean area does not possess homogeneity of language, nationality, custom, or tradition. It is impracticable to assume that any individual in any part of the area could adequately represent the entire area; therefore, it is not feasible for the Cuban representative to report through the Puerto Rican representative or for any similar arrangement to be made. Communications between operating headquarters in the Caribbean area are now more difficult to carry on directly than if they come through Washington. The point of coordination, therefore, will be the Chief of Program Liaison. The name "Program Liaison Division", as designated in Director's Memorandum No. 2, is hereby changed to "Program Liaison".

Responsibility for the Caribbean Emergency Program at the Washington Level.

The over-all planning, directing, and coordinating of the activities of FDA in connection with the Caribbean Emergency Program, both in Washington and in the field, is the responsibility of the Chief of Program Liaison working through the Caribbean Emergency Program Division. Under the general direction of the Chief of Program Liaison, the Caribbean Emergency Program Division maintains liaison with the Department of Interior, the State Department, War Shipping Administration, and conducts other inter-agency negotiations including matters relating to supply requirements, shipping space, domestic and foreign purchases, and Puerto Rican price support and marketing programs. In addition, the Caribbean Emergency Program Division has the following responsibilities:

A. Requirements - Pursuant to the Cooperative agreement between the Department of Agriculture and the Department of Interior, requirements of food, feed, and fertilizers for Puerto Rico will be prepared by the FDA representative in Puerto Rico and submitted to the Caribbean Emergency Program Division.

This Division will act as the claimant agent in obtaining allocations of foodstuffs because there is not available to FDA in Washington any counterpart of the food missions established by other nations participating in the FDA wartime food supply programs.

The Caribbean Emergency Program Division shall prepare requisitions as far in advance as possible for the guidance of the commodity branches. These requisitions are a minimum which must be met--not a limit upon or prerequisite to purchasing. Purchases for the Caribbean are so closely geared to shipping schedules and position of inventory that requisitions must be supplemented by purchase requests to reflect day-to-day changes.

B. Domestic Purchases for the Caribbean - The commodity branches and the Caribbean Emergency Program Division shall consult and plan in advance what will be needed and to purchase far enough in advance to meet all shipping possibilities.

The Caribbean Emergency Program Division and the commodity branches shall collaborate closely in the domestic procurement of commodities for the Caribbean Emergency Program and shall make adjustments in commodity requirements as experience dictates.

C. Purchase of Commodities Produced in the Caribbean Area - The purchase of commodities produced in the Caribbean area is the responsibility of Commodity Credit Corporation. An arrangement has been worked out whereby CCC may utilize the services and facilities of local FDA representatives in the Caribbean area in all phases of procurement operations. To assist CCC in carrying out its responsibility for foreign purchase programs in the Caribbean area, the Caribbean Emergency Program Division shall maintain at all times close working relationships either with CCC directly or through the Department Committee or Foreign Purchase and Importation.

The authority for procurement of commodities produced in Haiti, Santo Domingo, and Cuba for shipment to Puerto Rico and the Virgin Islands, assigned to the Special Commodities Branch by Director's Memorandum No. 2, Supplement Q, is hereby rescinded.

D. Transportation - Transportation is the beginning and end of the Caribbean Emergency Program. Necessarily, therefore, the program must be geared to availability of transportation facilities. Each month the War Shipping Administration allots cargo space for shipments to Puerto Rico and other points. Specific information as to names of boats, sailing points, and destinations is necessarily secret information. This information is communicated promptly to the FDA whenever it is available. The information will be channeled to the Caribbean Emergency Program Division which will consult with commodity branch chiefs and the Chief of the Transportation and Warehousing Branch concerning it. It is imperative that every possible precaution be taken to be sure that all shipping space to the Caribbean area is utilized most effectively and efficiently. The Caribbean Emergency Program Division shall give technical direction to the Caribbean Program expeditor on commodities and quantities to be shipped.

In addition the FDA is attempting, in cooperation with other Departments and governments, to provide supplemental transportation through the use of combined land and water transportation and through the purchase or charter of small boats, schooners, barges, and similar craft. The focal point for the management of the program for the purchase and/or charter of small craft in this area is the Marine Services Section of the Caribbean Emergency Program Division.

The responsibility of the Transportation and Warehousing Branch for the negotiations for the purchase and/or charter of small craft for use in inter-island shipping in the Caribbean area (including all functions, personnel, and equipment in connection therewith) is hereby transferred to Program Liaison.

Responsibilities of Local Representatives in the Caribbean Field Offices

A. San Juan Field Office - FDA shall have a representative in San Juan, Puerto Rico, who will be responsible for all activities in Puerto Rico and the Virgin Islands, including receipt and distribution of commodities purchased in the United States or in the Caribbean area; purchase and distribution of commodities produced in Puerto Rico; operation of pre-school milk, school lunch direct distribution, and other civilian programs; carrying out the Puerto Rican price support and marketing programs; and establishment and maintenance of a stockpile at San Juan.

B. Santiago de Cuba Field Office - FDA shall have a representative in Santiago de Cuba who will be responsible for all FDA activities in Cuba and shall have the following responsibilities: as the agent of Commodity Credit Corporation, to purchase and receipt for goods in Cuba, and, wherever necessary, arrange for transportation of goods within Cuba to Santiago de Cuba and shipment to points in the Caribbean area other than Puerto Rico and Virgin Islands; as the FDA representative, to be responsible for the maintenance of the Santiago stockpile and for shipment of commodities from Cuba to Puerto Rico and the Virgin Islands.

C. Ciudad Trujillo Field Office - FDA shall have a representative in Ciudad Trujillo who will be responsible for all FDA operations in the Dominican Republic and Haiti, and shall have the following responsibilities: as the agent of Commodity Credit Corporation, to purchase and receipt for goods produced in Haiti and the Dominican Republic, and arrange for transportation of goods within Haiti and the Dominican Republic to the point where they can be lifted for shipment to Puerto Rico and the Virgin Islands; as the FDA representative to arrange for the shipment of commodities from Haiti and the Dominican Republic to Puerto Rico and the Virgin Islands.

Fiscal, Personnel and Other Administrative Operations

As a general policy, it should be recognized that conditions in the Caribbean area are such that special circumstances require decentralization to our local representative in the Caribbean area of as many operating decisions as possible.

The Administrator of the Office of Lend-Lease Administration has recently established a \$25,000,000 revolving fund for supplying food and other agricultural products to the various colonies, republics, and islands throughout the Caribbean area. All payments received under these operations are to be returned to the revolving fund for future spending. Conditions for the use of the fund provide for sale or transfer of commodities to various agencies and programs for emergency needs, such as Section 32, refugee relief, War and Navy Departments, Red Cross, etc. Further conditions are that no profit shall accrue to any government agency and no loss except administrative expenses to the revolving fund under this program. Operating costs and possible

losses may be covered by a mark-up. Selling prices are to be fixed at three-month intervals, and reports to OLLA on the operations of the revolving fund are to be made as designated by OLLA. The accounting for the use of these funds is the responsibility of the Finance and Accounts Division.

The Finance and Accounts Division has provided for the decentralization of fiscal activities in connection with the Caribbean Emergency Program. The maintenance of accounts and the preparation of accounting reports for financial transactions pertaining to the conduct of the CEP after a landing of commodities in the receiving ports will be accomplished in San Juan, Puerto Rico.

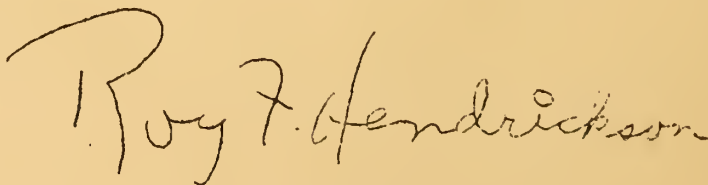
All of the accounting for the administrative expenses incurred in connection with FDA Caribbean operations, including Cuba, Haiti, Dominican Republic, Puerto Rico, and Virgin Islands, will be located at San Juan. This will include the preparation and payment of pay rolls, as well as incidental supplies and travel, etc. The collection and distribution of cash and the payment of obligations incurred in the operation of the program in the islands will be operated from central points of disbursement in the islands. On all work pertaining to either administrative or program accounting, the Finance and Accounts Division in Washington will provide technical guidance. The Finance and Accounts Section of the San Juan office is administratively responsible to the Chief of that office.

Prices for the sales of agricultural and other commodities to the Department of the Interior, to direct distribution programs of the FDA, or to commercial houses will be established at Washington, and transmitted through the Caribbean Emergency Program Division to local FDA representatives.

All salaries paid in connection with the Caribbean Emergency Program except distribution activities, Section 32 in Puerto Rico and the Virgin Islands, shall be from the \$25,000,000 Caribbean Emergency Program funds.

The fiscal representative for the CEP is administratively responsible to the FDA representative in the appropriate area.

All personnel actions affecting persons employed in the Caribbean area will be handled through negotiations between the Personnel and Administrative Services Section of the San Juan Office and the Personnel Division of the Administration, Washington, D. C. Insofar as possible such actions will be consummated under the field employment authority held by employing officers in the Caribbean area. The Chief of the Personnel and Administrative Services Section shall be responsible for all personnel and other administrative matters except fiscal.



Director

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WAR FOOD ADMINISTRATION
Office of Distribution
Washington 25, D. C.

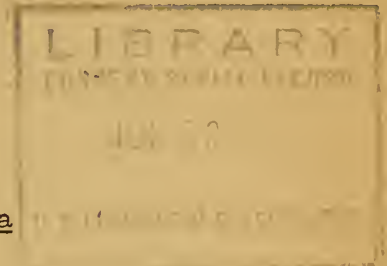
July 7, 1944

DIRECTOR'S MEMORANDUM NO. 2

Supplement 13

Amendment 1

Fiscal Work in the Caribbean Area



Director's Memorandum No. 2, Supplement 13, which provides for the organization and assignment of responsibilities for the Caribbean Emergency Program, places the Fiscal Section located in San Juan under the administrative direction of the Chief of the San Juan office. In line with the policy of direct Washington-field relationships for branches and divisions with non-regionalized activities, responsibility for direction of fiscal offices in San Juan is hereby transferred to the Finance Division in Washington.

Lee Marshall

Director

INDEX ENTRIES:

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Organization:

Caribbean Emergency Program

Fiscal

Organization:

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Caribbean Area

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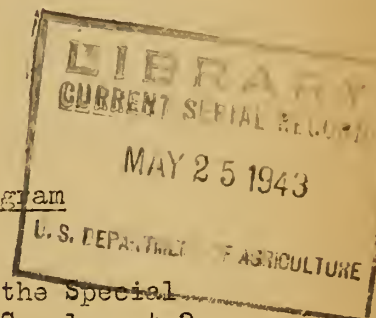
UNITED STATES DEPARTMENT OF AGRICULTURE
Food Distribution Administration
Washington, D. C.

April 22, 1943

DIRECTOR'S MEMORANDUM NO. 2

Supplement 14

Assignment of Responsibility for the Icelandic Program



The responsibility for the Icelandic Program assigned to the Special Commodities Branch by Administrator's Memorandum No. 2., Supplement 2, is hereby transferred to Program Liaison.

Program Liaison shall consult with commodity branches concerned on matters relating to the commodities assigned to them.

Roy F. Hendrickson
Director



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UNITED STATES DEPARTMENT OF AGRICULTURE
Food Distribution Administration
Washington, D. C.

April 24, 1943

DIRECTOR'S MEMORANDUM NO. 2

Supplement 15

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Clarification of Authority and Responsibility for Market News Services 10 1943

Director's Memorandum No. 2, Supplement U, places responsibility for the conduct of market news services in the field directly under the Regional Administrator. In regionalizing market news, it was recognized that the service is national in scope and therefore requires some direction on a national basis. This supplement to Memorandum No. 2 is for the purpose of clarification of the lines of authority and responsibility for the market news functions, and is not intended to limit or restrict regionalization of market news.

The Deputy Director in charge of commodity branches will pass on matters involving national policy and questions that involve more than one branch or division, and on all proposals for the extension of the service to additional markets or areas or reduction in the services now rendered.

Authority and responsibility for market news functions within the regions and within the Washington branches and divisions will be as follows:

Authority and Responsibility of Regional Administrator

The Regional Administrator will be responsible for the operation of market news within his respective region. This includes direction of personnel, adaptation of services to meet local conditions, including the preparation of special reports for distribution by radio, press, and direct mail, and coordination and integration of the market news services within the region. Where in the interest of economy and better service it is feasible for the market news reporter to provide coverage on more than one group of commodities it should be done. It is the responsibility of the Regional Administrator to survey periodically the possibilities for such extension of the service, and submit all proposals to Mr. S. R. Newell for clearance with the appropriate commodity branches.

The Regional Commodity Divisions, as they are set up, will perform the functions of the Washington Commodity Branches within their region. That is, those functions in connection with the technical direction of market news services which are the responsibility of the Washington Commodity Branches, as listed below, will be carried out through the Regional Commodity Divisions.

The Regional Marketing Reports Division will coordinate all activities in connection with the dissemination of market news.

Authority and Responsibility of Washington Commodity Branches

The Washington Commodity Branches will:

1. Coordinate the market reporting techniques within and between regions.
2. Determine the standards for measuring and compiling market news information, including the compilation of uniform statistical

series derived from market reports for ready reference by specialists in FDA and other government and private agencies.

3. Determine the movement of personnel for reporting seasonal markets.
4. In order to insure the carrying out of the established policy of promotion from within and uniformity of qualifications of personnel, establish qualification standards for the filling of vacancies in the technical force.

Authority and Responsibility of Washington Marketing Reports Division

The Washington Marketing Reports Division will:

1. Coordinate the activities and editorial policies as related to market news of the several regional Marketing Reports Divisions.
2. Provide central direction for programs involving relations with national radio and press associations.
3. Aid the regional offices in adapting their reports and improving dissemination for the benefit of the various classes of users.
4. Direct leased wire traffic with the following provisions:
 - a. Market reports will take preference over all other traffic.
 - b. To expedite traffic, market wires shall in general be sent as filed. Over-all editing responsibility shall consist of current running checks and traffic surveys. Follow-up will be through the regional office for the purpose of improving the preparation of wire reports and efficient use of the leased wire.

Communications

In order to carry out the provisions of Director's Memorandum No. 2, Supplement U, it is necessary that there be effective communication between Washington branches and divisions and the regional offices on all developments involving the market news programs. To this end communications between Washington branches and divisions and the regional offices will, for the most part, be through the Regional Administrator. In special instances and where, through understanding between Washington and the regional offices, certain matters may be handled directly with field stations, copies of such communications will be sent to the Regional Administrator. Regional Administrators will likewise arrange to furnish the Washington branches and divisions concerned with market news, copies of correspondence pertaining to market news problems and instructions to market reporters.

General administrative supervision over market news work is delegated to S. R. Newell, Assistant Deputy Director. All instructions and directions from Washington to the regional offices will be cleared through his office.

Roy F. Hendrickson

Reserve

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WAR FOOD ADMINISTRATION
Food Distribution Administration
Washington 25, D. C.

November 9, 1943

DEC 10 1943

DIRECTOR'S MEMORANDUM NO. 2

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Supplement 15 - Revision 1

Authority and Responsibility for Market News

Responsibility for the direction of market news at the Washington level is hereby placed in the commodity branches. The Marketing Reports Division is responsible for the dissemination of information for all units of FDA and for providing an informational advisory service to the commodity branches and regional offices in the discharge of their responsibilities for the technical and the administrative functions incident to the market news service. To provide a clear delineation of these related responsibilities of the commodity branches and Marketing Reports Division, Director's Memorandum No. 2, Supplements G, U, and 15, are hereby superseded, and the assignment of responsibility for market news is as follows:

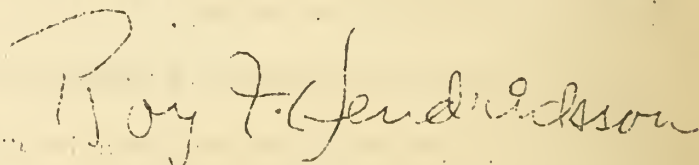
A. The commodity branches in Washington will:

1. Formulate general policies and establish the procedures to implement these policies.
2. Determine all technical matters relating to the conduct of the service, including contents of the daily market reports, their form and style.
3. Coordinate the market reporting techniques between regions.
4. Determine the standards for measuring and compiling market news information, including the compilation of uniform statistical series derived from market reports for reference by specialists in FDA and other Government and private agencies.
5. Establish qualification standards for the appointment of the technical force to insure the implementation of the policy for promotion from within, and to assure use of qualified personnel.
6. Determine the movement of personnel for reporting seasonal markets. This responsibility shall be carried out by informing all regional offices well in advance of the opening and closing of seasonal stations and of the movement of personnel in connection therewith.

B. The Marketing Reports Division in Washington will:

1. Provide an informational advisory service for the commodity branches in the discharge of their responsibility for the administrative function incident to the market news service.

2. Cooperate with the market news men in preparing specific releases and consolidated market reports for presentation of the technical information gathered by the various market news services to consumers and general trade groups.
 3. Maintain and develop outlets and facilities for distribution of the reports and releases in addition to those now covered.
 4. Aid the market news offices in adapting their reports and improving dissemination for the benefit of the various classes of users.
 5. Provide central direction for programs involving relations with radio and press associations.
 6. Direct leased wire traffic with the following provisions:
 - (a) Market news will take preference over all other traffic.
 - (b) To expedite traffic, market wires shall, in general, be sent as filed; over-all editing responsibility shall consist of current running checks and traffic surveys. Follow-up will be through the regional office for the purpose of improving the preparation of wire reports and efficient use of the leased wire.
- C. The Market News Executive Committee, made up of representatives of the various commodity branches, a representative of Marketing Reports Division, and Mr. S. R. Newell as chairman, shall consider matters of market news policy involving both Marketing Reports Division and the commodity branches. The committee will also coordinate directions sent to the field to insure uniformity.
- D. At the regional level, responsibility for market news will be divided on a basis similar to that applicable between the commodity branches and the Marketing Reports Division in Washington. The regional commodity divisions shall carry out at the regional level the policies and procedures laid down by the commodity branches in Washington with regard to the conduct of the market news service and the form and contents of the reports. Within the limits of this general policy direction from Washington they shall be responsible for all administrative activities relating to the operation of the market news service within their region, including matters of personnel, supplies, and equipment. In the case of emergency situations requiring immediate action, the commodity branches may communicate directly with local market news offices. In such cases the principle of informing the regional office of action requested or taken by the local office shall be followed.


Director

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UNITED STATES DEPARTMENT OF AGRICULTURE
Food Distribution Administration
Washington, D. C.

MAILED 19
April 30, 1943
U. S. DEPARTMENT OF AGRICULTURE

DIRECTOR'S MEMORANDUM NO. 2
Supplement 16
Food Compression Program

In the past two years, commendable progress has been made in developing facilities to dehydrate foods. The shipment of dried and dehydrated foods has saved enormous tonnages as compared with the ship space that would have been required to transport the original food products to Britain or Russia. We have had enough experience now to know that additional substantial savings can be made through the vigorous prosecution of a program to compress and compact the food products we are now dehydrating as well as a number of other commodities. There is reason to believe that our activity in this direction has been inadequate up to date.

Of course we necessarily wait for the results of experimentation and tests to insure the practicability of any process. In addition, the need for compressed foods is now becoming acute, just as the need for dehydration became acute after Pearl Harbor. As the war becomes more intense and the pressure on shipping, warehousing, dock facilities and land transportation at destination points becomes greater, every cubic foot of ship space we can save will be a direct and useful contribution toward winning the war.

In order to insure that every possible improvement be made in the adaptation of Lend-Lease foods to wartime shipping, I am assigning full authority and responsibility for the development and administration of a food compression and compacting program to E. A. Meyer, Deputy Director. All Branches of the Food Distribution Administration will cooperate with him fully in hastening further tests, experimental shipments, and facilities development as necessary. Within the next 90 days we should be in position to begin substantial shipments of compressed foods.

Mr. Edward R. Stettinius, Jr., Lend-Lease Administrator, has very great personal and official interest in this program and has repeatedly expressed his willingness to take any necessary action to cooperate.

Roy F. Hendrickson
Director

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WAR FOOD ADMINISTRATION
Food Distribution Administration
Washington 25, D. C.

July 6, 1943

DIRECTOR'S MEMORANDUM NO. 2

Supplement 17

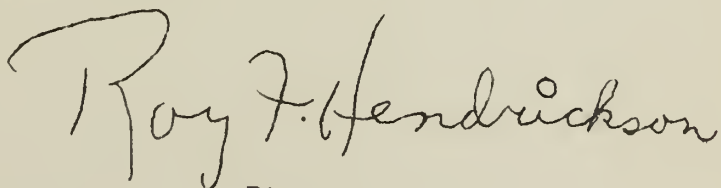
Establishment of the Price Branch

In order to coordinate the work of the various branches within FDA on price policies and programs and to provide a central point of contact for our relationships with other agencies in these fields, there is hereby established, effective immediately, a Price Branch.

The functions of the Branch shall be as follows: To be responsible on a staff level for FDA's development of over-all distribution price policy; to act as a liaison body in developing relationships within WFA, with other departmental agencies, OPA and other governmental agencies on questions of price; to correlate economic and price analyses made by the commodity branches for the purpose of developing price policies and adjustments; to analyze the price structure as it contributes to dislocations in the distributive process, as between geographical areas, in relation to seasonal fluctuations or adjustments within the general price structure designed to correct distribution maladjustments.

Each commodity branch is requested to designate a liaison representative to work with the Chief of the Price Branch and his staff. As far as possible let us anticipate price problems and work out solutions as early as possible so that when we send forward recommendations to the War Food Administrator he will have adequate time for review and consideration.

The Price Branch will be under the general supervision of the Deputy Director in charge of civilian activities.


Director

INDEX ENTRIES:

Organization: Price Branch, Establishment of
Price Branch, Establishment of

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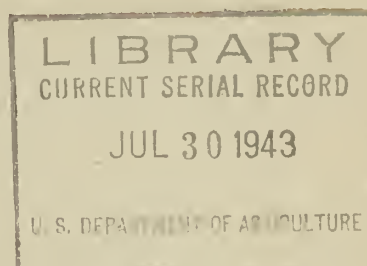
WAR FOOD ADMINISTRATION
Food Distribution Administration
Washington 25, D. C.

July 23, 1943

DIRECTOR'S MEMORANDUM NO. 2

Supplement 18

Regional Directors



In order to achieve greater uniformity in the use of official titles in FDA, the designation "Regional Director" will henceforth be used in place of the former designation of "Regional Administrator."

Roy F. Hendrickson
Director

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Organization: Regional Directors
Regional Directors (See Organization)

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WAR FOOD ADMINISTRATION
Food Distribution Administration
Washington 25, D. C.

October 9, 1943

CORRECTION NOTICE

The last paragraph on Page 1 of Director's memorandum No. 2, Supplement 19, should read as follows:

The regional headquarters offices of the former Rocky Mountain Region at Denver, Colorado, and of the former Midwest Region at Des Moines, Iowa, shall be consolidated with the new regional headquarters offices at Chicago, Dallas, and San Francisco. This consolidation shall be completed by December 1. State headquarters offices in the former Rocky Mountain and Midwest Regions, including those located at Denver and Des Moines, shall continue as offices of the new Midwest, Southwest, and Western Regions.

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WAR FOOD ADMINISTRATION
Food Distribution Administration
Washington 25, D. C.

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October 4, 1943

DIRECTOR'S MEMORANDUM NO. 2

Supplement 19

Realignment of Regional Organization

Effective immediately the Rocky Mountain Region and the Midwest Region are abolished, and the territory formerly covered by them is reassigned to the Great Lakes Region (to be designated hereafter as the Midwest Region), the Southwest Region, and the Pacific Region (to be designated hereafter as Western Region). The Northeast Region and the Southern Region shall continue as presently constituted. Following is a list of the regions and their headquarters:

Northeast Region - Headquarters, New York City, New York

Connecticut, Delaware, District of Columbia, Maine, Maryland, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island, Vermont, West Virginia.

Southern Region - Headquarters, Atlanta, Georgia

Alabama, Florida, Georgia, Kentucky, Mississippi, North Carolina, South Carolina, Tennessee, Virginia.

Midwest Region - Headquarters, Chicago, Illinois

Illinois, Indiana, Iowa, Michigan, Minnesota, Missouri, Nebraska, North Dakota, Ohio, South Dakota, Wisconsin.

Southwest Region - Headquarters, Dallas, Texas

Arkansas, Colorado, Kansas, Louisiana, New Mexico, Oklahoma, Texas.

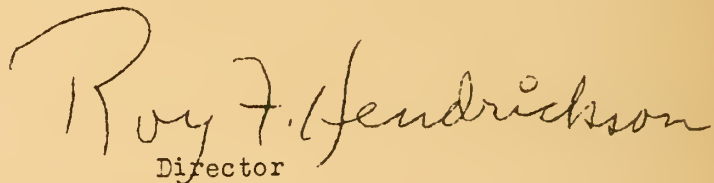
Western Region - Headquarters, San Francisco, California

Arizona, California, Idaho, Nevada, Montana, Oregon, Utah, Washington, Wyoming, Territory of Hawaii.

The headquarters office of the former Rocky Mountain Region at Denver, Colorado, and of the former Midwest Region at Des Moines, Iowa, shall be consolidated with the new regional headquarters office at Chicago, Dallas, and San Francisco. This consolidation shall be completed by December 1. State headquarters offices in the former Rocky Mountain and Midwest Regions, including those located at Denver and Des Moines, shall continue as offices of the new Midwest and Western Regions.

The Deputy Director in charge of procurement and management services, assisted by the Chiefs of the Budget, Personnel, and Organization and Procedure Divisions, shall act as a committee to work with Washington officials of branches and other divisions and with the regional directors involved in this consolidation in effecting the transfer of funds, personnel, property, and other administrative facilities now located at the Denver and Des Moines offices.

The sections of Director's Memorandum No. 2, Supplement 4, and Director's Memorandum No. 2, Supplement I, dealing with regional organization should be revised in accordance with the above reorganization.


Director

INDEX ENTRY:

Organization

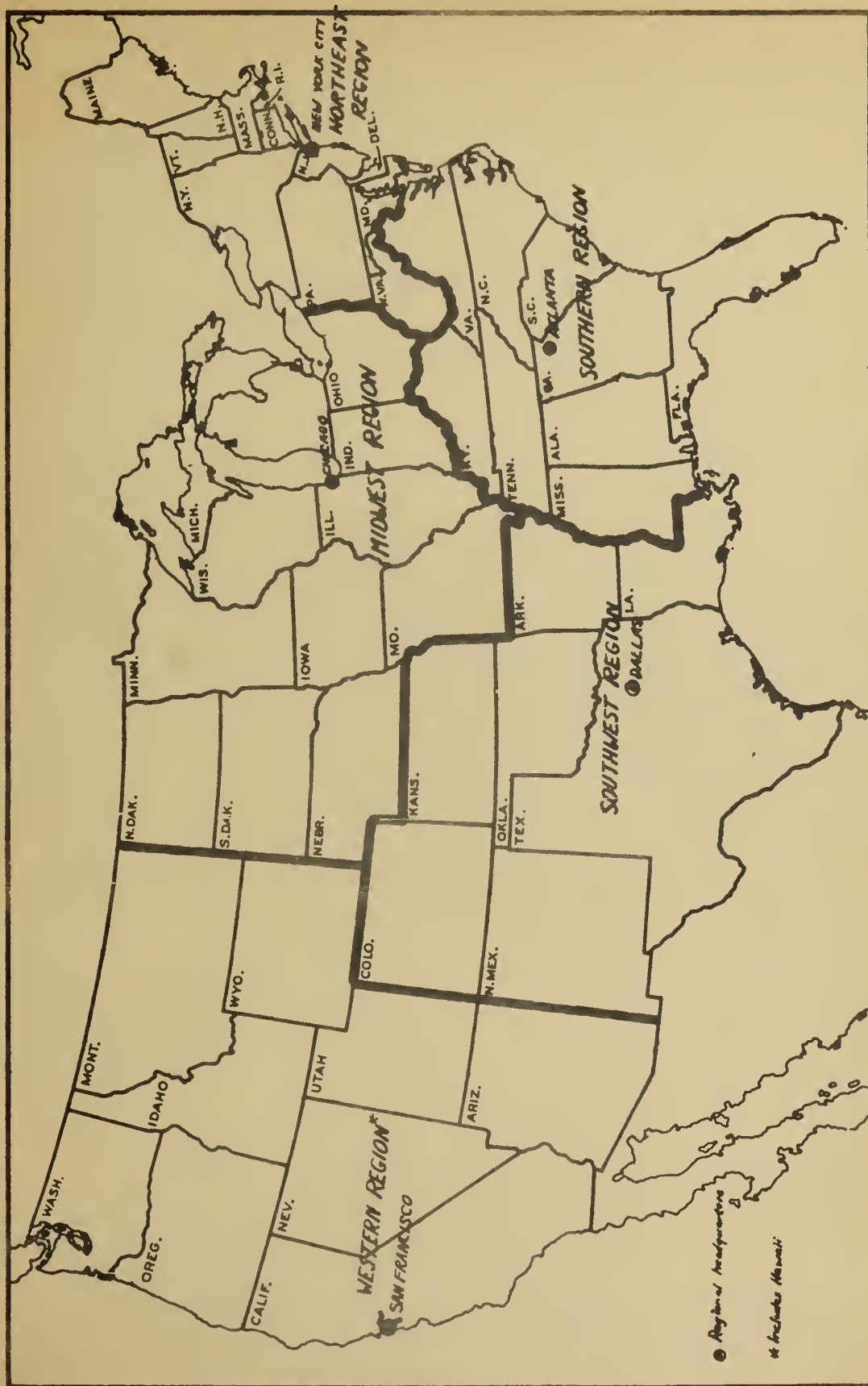
Regionalization: Realignment of

Attachment

B-21

WAR FOOD ADMINISTRATION

FOOD DISTRIBUTION ADMINISTRATION REGIONAL ORGANIZATION



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WAR FOOD ADMINISTRATION
Food Distribution Administration
Washington 25, D. C.

October 9, 1943

DIRECTOR'S MEMORANDUM NO. 2

Supplement 20

Transfer of Functions to Civilian Food Requirements Branch

Effective immediately there are transferred to the Civilian Food Requirements Branch:

1. The functions, records, funds and personnel of the Wholesale and Retailers Branch, and
2. The following functions from the Nutrition and Food Conservation Branch together with related records, funds and personnel:

To plan, direct, and supervise the school lunch and school milk programs; in conjunction with other Federal agencies, to encourage the canning of foods from Victory and School Gardens and other sources; to make recommendations to the Office of Materials and Facilities in connection with priority assistance for such programs; to direct the distribution of food preservation equipment acquired by the Food Distribution Administration or manufactured at the request of the Food Distribution Administration; to collaborate with the Rationing Policy Committee in the developing or modification of rationing procedures affecting school lunch program operations.

3. The functions, records, personnel and funds of that portion of the Office of the Deputy Director for Civilian Activities dealing with the issuance of food priority certificates and the handling of food shortages.

This reorganization completes the liquidation of the Civilian Programs Branch.

This memorandum supersedes Director's Memorandum No. 2, Supplement 11.

Roy F. Hendrickson
Director

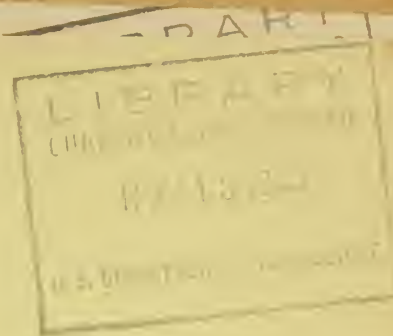
-INDEX ENTRIES:

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(see Organization)

Organization: Civilian Food Requirements Branch, functions of

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WAR FOOD ADMINISTRATION
Food Distribution Administration
Washington 25, D. C.



October 21, 1943

DIRECTOR'S MEMORANDUM NO. 2

Supplement 21

Transfer of Food Conservation and Consumer Services
Functions to Marketing Reports Division

Effective immediately the following function, together with the related funds, records, and personnel of the Nutrition and Food Conservation Branch are transferred to the Marketing Reports Division:

1. Food conservation function described as follows: to develop plans to enlist the cooperation of housewives and commercial eating establishments in adopting recommended measures for the prevention of the waste of food; in collaboration with the appropriate branches to secure the cooperation of food processors, wholesalers, and retailers in programs designed to keep food spoilage and waste in commercial channels at a minimum; to develop plans to enlist public cooperation in the utilization of new foods; and in general to develop recommendations designed to conserve the food supply.

2. Consumer services function described as follows: to bring into focus for the Administration the problems of the consumer and to analyze consumer reaction to the various food programs of the Food Distribution Administration; in response to requests from the regions, to provide speakers, pamphlets, graphic materials, and other information for use by consumer organizations, education institutions, and other interested groups, governmental and private; to develop practical suggestions for the consumer on the buying and budgeting of foods; and in general to assist the consumer in the solution of problems created by the wartime food programs of the War Food Administration.

Director's Memorandum No. 2, Supplement 8, is superseded to the extent that it conflicts or is inconsistent with the provisions of this memorandum.

Roy F. Hendrickson
Director

INDEX ENTRY:

Organization: Marketing Reports

Food conservation and consumer services functions, transfer of



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WAR FOOD ADMINISTRATION
Food Distribution Administration
Washington 25, D. C.

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November 1, 1943

DIRECTOR'S MEMORANDUM NO. 2

Supplement 22

Establishment of the Industry Operations Branch

In line with the elimination of the office of the Deputy Director for food industry activities, as outlined in Director's Memorandum No. 3, Supplement 13, certain functions formerly performed by the office of the Deputy Director for food industry activities are hereby combined with those of the Processors Branch to form an Industry Operations Branch.

The functions of the Industry Operations Branch include assisting in the development of new food products and processing methods, including the compression and compaction of foods, and the analysis of proposed food orders and regulations from the standpoint of their effect on the operations of food processing industry. The Branch will also serve as a central point of contact between the Food Distribution Administration and the food processing industries, carrying on the development and servicing of national and regional Food Industry Advisory Committees. The Branch will also be responsible for the administration of the Army-Navy "E" award to eligible food processors and the development of the "A" award program for seasonal food processors.

This memorandum supersedes Director's Memorandum No. 2, Supplement 16.

Roy F. Hendrickson
Director

INDEX ENTRIES:

Industry Operations: Industry Operations Branch, establishment of
Organization: Industry Operations Branch, establishment of

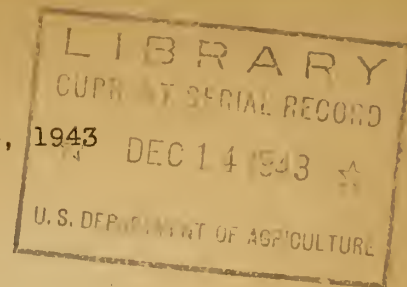
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WAR FOOD ADMINISTRATION
Food Distribution Administration
Washington 25, D. C.

November 24, 1943

DIRECTOR'S MEMORANDUM NO. 2

Supplement 23



Reassignment of Functions of the Program Services Division

Effective immediately the functions of the Program Services Division of Program Liaison are reassigned as follows:

- (a) The responsibility in connection with the development and installation of uniform procurement procedures and techniques throughout all the branches is transferred to the Organization and Procedure Division.

This Division shall be responsible to the Deputy Director for procurement activities for making over-all studies of procurement authorities, procedures, and techniques, and when studies are undertaken which deal with internal branch procurement procedures, they shall be conducted jointly with the branch concerned.

- (b) The duties and responsibilities relative to the assignment of blocks of contract numbers, and the assignment of basic GCP numbers and the reporting of them to the Commodity Credit Corporation are assigned to Finance and Accounts Division.
- (c) The responsibility for drafting contracts for the direct sales of commodities to claimant agencies and other governmental agencies is assigned to the Cash Sales Unit of the Liaison Services Division (formerly the Coordination and Analysis Division) of Program Liaison. Direct sales to commercial vendors and salvage sales shall continue to be negotiated and documented as in the past.
- (d) Each branch and division is responsible for drafting administrative and program authorities for use within the branch or division, obtaining legal clearance from the Office of the Solicitor, and obtaining authority serial numbers from the Dockets Unit of the Administrative Services Division.

A committee consisting of the Chief of Program Liaison and the Chiefs of the Organization and Procedure, Personnel, and Budget Divisions is hereby constituted to effect transfers of personnel, funds, and equipment of the Program Services Division.

The provisions of this memorandum modify the functional assignments made in Director's Memorandum No. 2, Supplement Q, and Director's Memorandum No. 15, Supplements 1 and 2.

Roy F. Hendrickson
Director

INDEX ENTRIES:

Organization: Program Services Division, reassignment of functions
Program Services Division, reassignment of functions (see also Organization)

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WAR FOOD ADMINISTRATION
Food Distribution Administration
Washington 25, D. C.

DIRECTOR'S MEMORANDUM NO. 2

Supplement 24

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U.S. DEPARTMENT OF AGRICULTURE

Realignment of the Functions of the Nutrition and Food
Conservation Branch and Establishment of Nutrition
Programs Branch

Pursuant to the general reorganization of the FDA activities in the civilian food and nutrition field and in accordance with previous Director's Memorandum No. 2, Supplement 20, transferring the school lunch and community food preservation programs to the Civilian Food Requirements Branch and Director's Memorandum No. 2, Supplement 21, transferring the consumer services and food conservation functions to the Marketing Reports Division, the functions of the Nutrition and Food Conservation Branch are being reconstituted under a new branch title hereby designated as the Nutrition Programs Branch.

This branch's nutrition programs are largely educational and coordinational in their objectives and as such require some variation from the normal FDA administrative procedures.

The Branch will be responsible for the further development of a coordinated national nutritional program, working through established State and local nutrition committees. Its basic objective will be to assist through educational means in insuring the highest possible nutritional status of the American public under wartime conditions. Since this is a problem of community mobilization for the wisest nutritional use of the available food supply, the Branch will develop recommended procedures which can be adapted to local application by local volunteer committees. To facilitate a uniform national coordination of effort toward this end, the Branch will develop its recommended programs in cooperation with other administrative units of the War Food Administration and with a Coordination Committee composed of representatives of all Federal agencies both within and outside of the War Food Administration, whose major responsibility is to advance the health of the Nation through programs involving nutrition education.

To facilitate a uniform interpretation of these recommended programs to cooperating State and local committees, a corps of field consultants from the Washington office will work constantly with the State committee chairmen. These consultants will be assigned areas coterminous with the FDA regional offices and, while being under the administrative direction of the Washington office, will consult with

the regional directors regarding all elements of the nutrition program that impinge upon food programs being administered by the FDA regional directors. Administrative service facilities of the regional offices will be made available to the field consultants as needed.

The Nutrition in Industry Division of the former Nutrition and Food Conservation Branch, has had primary responsibility for planning, initiation, and operation of the industrial feeding program in accordance with the Director's Memorandum No. 59, and in accordance with the agreement signed by representatives of the War Production Board, War Manpower Commission, Office of Price Administration, Maritime Commission, the War Food Administration, October 4, 1943, recognizing the responsibility of the War Food Administration in the coordination and development of the program. Its emphasis must be increasingly on operations integrated with our other civilian programs. This division, effective December 1, is therefore transferred to the Civilian Food Requirements Branch. This activity will continue to be administered in the field through FDA regional offices.

Effective December 1, personnel of regional offices, including state secretaries to state nutrition committees, engaged in nutrition educational programs work shall be under the administrative direction of the Nutrition Programs Branch in Washington, except in such cases as the Chief of the Branch makes other and specific arrangements with a regional director.

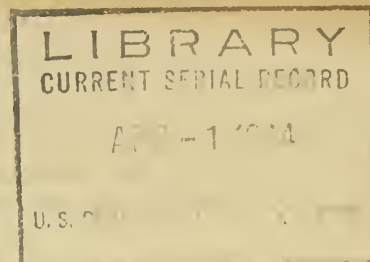
This Memorandum supersedes Director's Memorandum No. 2, Supplement 8, dated March 22, 1943.

Roy F. Hendrickson
Director

INDEX ENTRIES:

Nutrition Programs Branch, establishment of (see also Organization)
Organization: Nutrition and Food Conservation Branch, realignment of functions
Nutrition Programs Branch, establishment of

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WAR FOOD ADMINISTRATION
Food Distribution Administration
Washington 25, D. C.

January 6, 1944

DIRECTOR'S MEMORANDUM NO. 2

Supplement 25

Responsibilities of the Civilian Food Requirements Branch

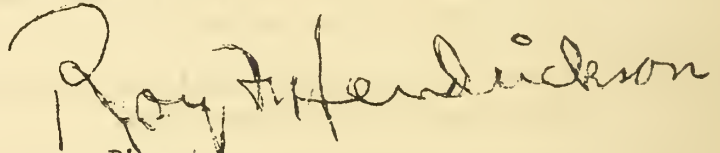
The incorporation within the Civilian Food Requirements Branch of the wholesalers and retailers function, the school lunch, community food preservation, industrial feeding, and direct distribution activities has broadened the scope of its activities considerably. It not only serves as a representative of the civilian population in preparing their food requirements and in claiming the quantities to be allocated under our allocation procedure, but it is also charged with the responsibility for making good on these allocations by assisting in the development of and the use of various food management techniques and by the conduct of specific operating programs, such as, school lunches, industrial feeding, and community food preservation.

As a result of these changes, the Civilian Food Requirements Branch is responsible for and will perform the following functions:

1. Serve as the representative of civilians in preparing their food requirements and in claiming the quantities to be allocated under our allocation procedure.
2. Ascertain the nutritional and quantitative adequacy of civilian requirements and allocations.
3. Recommend production adjustments for adequate civilian supplies.
4. Have directing responsibility for the development of merchandising programs.
5. Develop information on food requirements of special categories of the civilian population, including industrial workers, school children, invalids, infants, and others, and to devise specific programs to meet these special needs.

6. To take responsibility for formulating plans and policies for civilian food rationing and to be the point of referral for all such problems within the Food Distribution Administration.
7. Administer the school lunch, community canning and industrial feeding program.
8. To obtain information from the regions on the distribution of food.
9. To act as a focal point in the War Food Administration for all food distributors; to work with the operating branches in presenting problems of distribution to other government agencies which formulate plans and regulations affecting food distributors, and to aid in the solution of their distribution problems.
10. To assist in the orderly redistribution of current and post-war surpluses from government supplies of foodstuffs.
11. To act as a trouble shooter in meeting current problems for rationed as well as unrationed foods.

Making good on our commitment to civilians requires close cooperation between the Civilian Food Requirements Branch, the commodity branches, and other branches and divisions. The other branches and divisions shall consult with the Civilian Food Requirements Branch in the initial stages of developing proposals affecting civilian food supplies, just as the Civilian Food Requirements Branch must consult with others in the initial stages of developing its proposals. Similarly, the Civilian Food Requirements Branch will work with the Regional Directors in developing information on movement of civilian food supplies and in operating the school lunch and community canning programs.

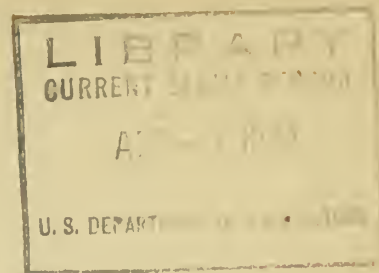

Director

INDEX ENTRIES:

Civilian Food Requirements Branch, responsibilities of (see Organization)
Organization: Civilian Food Requirements Branch, responsibilities of

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WAR FOOD ADMINISTRATION
Food Distribution Administration
Washington 25, D. C.



January 7, 1944

DIRECTOR'S MEMORANDUM NO. 2

Supplement No. 26

Establishment of Custody and Disposition Division

as Separate Unit

Effective at once, and by agreement with the Chief of the Transportation and Warehousing Branch, the Custody and Disposition Division of that Branch is made a separate unit with Mr. L. E. Dake as Chief. Mr. Dake will report to Mr. Eldon Richardson, Special Assistant to the Deputy Director in charge of procurement.

The inspection services provided by Mr. H. W. Yohe's unit will continue to be supplied, continuing arrangements now in effect, which may be adjusted from time to time by agreement between the Deputy Director in charge of procurement and the Chief of the Transportation and Warehousing Branch.

Eldon Richardson
Director

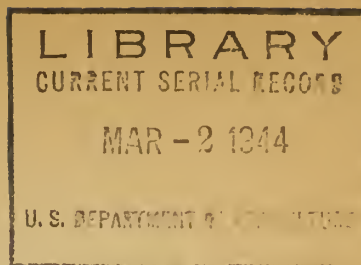
INDEX ENTRIES:

Custody and Disposition, established as separate division
(see also Organization)

Organization: Custody and Disposition, established as separate
division

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WAR FOOD ADMINISTRATION
Office of Distribution
Washington 25, D.C.



February 2, 1944

DIRECTOR'S MEMORANDUM NO. 2

Supplement 27

Change in Name of Food Distribution Administration to
Office of Distribution

Pursuant to Administrator's Memorandum No. 27, Supplement 4, outlining the organization of the War Food Administration and changing the name of the Food Distribution Administration to the Office of Distribution, the following shall be effective immediately:

1. Washington branches and divisions and regional and other field offices shall continue as organizational units of the Office of Distribution, War Food Administration.
2. Deputy Directors, Branch and Division Chiefs, and Regional Directors shall be designated as Deputy Directors of Food Distribution, Branch and Division Chiefs, Office of Distribution, and Regional Directors of Food Distribution respectively.

Other adjustments in organization and assignment of responsibilities in connection with other provisions of Administrator's Memorandum No. 27, Supplement 4, relating to price and procurement functions will be outlined in subsequent Director's memoranda.

Director

INDEX ENTRIES:

Office of Distribution, effect of change of name on organization
(see also Organization)
Organization: Office of Distribution, change in name from Food
Distribution Administration to



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WAR FOOD ADMINISTRATION
Office of Distribution
Washington 25, D. C.

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DIRECTOR'S MEMORANDUM NO. 2

Supplement 29

Transfer of Commodity Accountability Section, Custody and
Disposition Division

Effective March 1, 1944, the Commodity Accountability Section of the Custody and Disposition Division is transferred to the Finance and Accounts Division. In accordance with this transfer, the Finance and Accounts Division, in addition to its present responsibilities, will be responsible for the following functions:

To maintain accountability inventory records and furnish periodic and special reports on the quantity in inventory, the age of the lots, the location, and final disposition of the commodities; to collect and deposit ration checks for OD sales of rationed commodities to nonexempt agencies; to prepare documents showing disposition of OD products, for use in reimbursing OD program funds.


Director

INDEX ENTRIES:

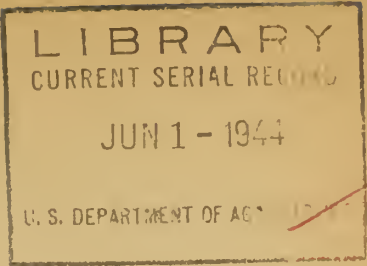
Organization: Custody and Disposition Division, Transfer of Commodity
Accountability Section from

Organization

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Finance and Accounts Division, Transfer of Commodity Accountability
Section to

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WAR FOOD ADMINISTRATION
Office of Distribution
Washington 25, D. C.

March 6, 1944

DIRECTOR'S MEMORANDUM NO. 2

Supplement 30

Establishment of the Shipping and Storage Branch

In view of the complexity of shipping and storing commodities purchased by the Office of Distribution under wartime supply programs, there is hereby established the Shipping and Storage Branch. The funds, personnel, property, records and files of the Custody and Disposition Division are hereby transferred to this Branch.

Effective immediately, Mr. Eldon Richardson is designated Chief of the Shipping and Storage Branch.

A handwritten signature in cursive script, appearing to read "Eldon Richardson".

Director

INDEX ENTRIES:

Organization

Custody and Disposition Division, Change in Name

Shipping and Storage Branch, Establishment of

Administration, General

Personnel

Assignment of

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WAR FOOD ADMINISTRATION
Office of Distribution
Washington 25, D. C.

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March 9, 1944

DIRECTOR'S MEMORANDUM NO. 2

Supplement 31

Organization of the Office of Distribution

In order to establish more definite lines of authority and to reduce the number of persons reporting to the Director, the following assignments of responsibility are made to the Deputy Directors. The Deputy Directors will have direct administrative responsibility for the respective branches and divisions, as indicated.

A. Immediate Office of the Director

1. Consultants - There shall be consultants appointed from time to time to assist the Director on special assignments.
2. Program Committee - In order to integrate Office of Distribution policies and programs, there is hereby created a Program Committee. This committee will be composed of the three Deputy Directors in charge of programs. The committee will assist the Director in making determinations related to policies, programs, and operating matters of major importance. Each Deputy Director is responsible for initiating committee consideration of matters relating to his functions.

B. Deputy Director for Commodity and Industry Regulation - To provide within OD a focal point for securing the advice and cooperation of the food industry in OD's programs; to be responsible for the formulation, administration and enforcement of food distribution orders; to serve as chairman of the OD Order Review and Clearance Committee; to direct the administration of commodity market news, grading, and inspection services, the formulation and issuance of standards and grades, and studies relating to marketing practices and market facilities, and the administration and enforcement of all regulatory and service acts for which OD is responsible; to propose legislation or changes in legislation in the regulatory fields; to coordinate OD's food order education plans and programs; and to direct the activities of the commodity and other branches as follows:

1. General Functions of Commodity Branches - All commodity branches will have the following functions with respect to commodities assigned to them:
 - a. To initiate food orders, except set-aside orders, and to formulate and administer all food orders.
 - b. To conduct market news services as authorized by law.

- c. To develop and promulgate standards, and conduct inspection and grading work for private and Government account as authorized by law.
 - d. To review and approve proposed purchase specifications, provide inspection and grading services required in procurement programs and give advice and assistance to other branches and divisions on distribution problems, trade practices, regulations and other related matters, as requested.
 - e. To develop and administer diversion programs under Section 32.
2. Specific Assignments to Commodity Branches - In addition, the following specific assignments are made to particular commodity branches:
- a. Cotton and Fiber Branch - To administer the Cotton Statistics, Standards and Futures Acts, and the Naval Stores Act; to cooperate with producers and others in improving quality and in developing improved marketing practices; and to inspect cottonseed; to conduct technical research in cotton standards and ginning, spinning and fiber testing as related to standardization, and perform fiber and spinning testing in accordance with the Act of April 7, 1941.
 - b. Dairy and Poultry Branch - To formulate standards and inspect and grade dairy and poultry products; to administer that part of the Agricultural Marketing Agreement Act of 1937 relating to dairy and poultry products.
 - c. Fats and Oils Branch - (Administers no regulatory acts or conduct of services other than food orders.)
 - d. Fruit and Vegetable Branch - To formulate standards; to certify quality and condition of fruit and vegetables; to administer the Standard Container Acts of 1916 and 1928; the Produce Agency Act, the Perishable Agricultural Commodities Act, the Export Apple and Pear Act; and to administer that part of the Agricultural Marketing Agreement Act of 1937 relating to fruits and vegetables.
 - e. Grain Products Branch - To administer the U. S. Grain Standards Act and the Federal Seed Act; to conduct seed-dockage inspection and seed verification services; to inspect rice, dry beans, dry peas, and hay; to conduct standardization research on grains subject to the Grain Standards Act, and on rice, dry beans, dry peas, and hay; to conduct research on methods of testing seeds; to test seeds and miscellaneous commodities derived from grain and hay.
 - f. Livestock and Meats Branch - To formulate standards and conduct a meat grading service; to administer the Packers and Stockyards Act and the Insecticide Act of 1910, the Wool Standards Act, and the Meat Inspection Act.
 - g. Special Commodities Branch - (Administers no regulatory acts or conduct of services other than food orders.)

h. Sugar Branch - To administer the Sugar Act of 1937.

i. Tobacco Branch - To administer the Tobacco Inspection Act, the Tobacco Stocks and Standards Act, and the Tobacco Seed and Plant Act; to cooperate with producers, processors, and distributors in the development of improved marketing practices. : . .

3. Food Industry Regulation

a. Compliance Branch - To prevent speculation, profiteering, hoarding, and fraud in all phases of the food distribution program of OD; to administer the Commodity Exchange Act, as amended; to investigate and report on violations of agreements, orders, and purchase contracts; to perform other investigative and related services as required; to devise and install accounting systems for agencies cooperating in OD's programs; to audit the accounts of cooperating agencies; to exercise powers of inspection and make audits of books and records of war contractors.

b. Industry Operations Branch - To provide a central point of contact in OD for food industries; to establish and service national food industry advisory committees, as needed; to develop policies and procedures governing nominations of food industries for Army-Navy "E" and WFA "A" awards; to develop and administer other systems of incentive awards and public recognition programs for outstanding production in the food industries.

c. Marketing Facilities Branch - To administer the U. S. Warehouse Act, the 28-Hour Act, and Section 201 of the Agricultural Adjustment Act of 1938; to cooperate with and advise the Interstate Commerce Commission, the Maritime Commission, and other Government agencies, producers of farm products, and farm organizations on transportation problems, including plans for the conservation of transportation and the development of priorities on the movement of farm products as war conditions may require; to collect and disseminate current reports of the holdings of food products in cold storage and the capacity and percentage of occupancy of refrigerated warehouse space; to develop and administer food orders regulating the use of refrigerated warehouses and the initial handling of requests for equipment and plant expansion by the cold storage industry; and to conduct studies for improving market facilities for the handling of perishable farm products..

C. Deputy Director for Supply - To direct and be responsible for the procurement, processing, packaging, storing, transporting, and disposing of OD-procured commodities; to be responsible for the determination of food requirements, and the recommendation to the Director of allocations among claimants; to direct liaison with foreign food missions, the armed services, and other agencies for which OD procures food; to serve as Vice Chairman of the Food Requirements and Allocations Committee; to serve as Chairman of the Inter-Agency Food Procurement Committee in

coordinating all Government food procurement; to represent OD in the preparation of directives on foreign purchase and importation of foods; to supervise the activities of OD in connection with priorities for and requisitioning of food or property; to direct the activities of the following:

1. Requirements and Allocations Control - To assemble, analyze, and correlate data on the food requirements of the armed forces, civilians, allied and friendly nations, territories, and other claimants on United States food supplies; to appraise and relate such requirements to supply estimates, including domestic production and imports; to prepare reports, analyses, criteria, and recommendations for the systematic balancing of different and competing claims upon supplies; to recommend allocation of foods among the claimants; to perform allocation audits.
2. Program Liaison - To serve as the official point of contact with all groups obtaining supplies or supply assistance from the Office of Distribution; to compile and analyze requests for commodities and obtain commitments from the Procurement Branch; to negotiate sales of commodities to other governmental agencies; to administer the Caribbean and Icelandic programs.
3. Procurement Branch - To develop and conduct domestic purchase operations to meet the needs of OD supply and price-support programs; to participate with Requirements and Allocations Control in developing adequate supply estimates and determining requirements; to initiate set-aside orders and assist the commodity branches in their formulation and to recommend the amendment or termination of these orders in accordance with changing needs; to coordinate the work of OD in connection with the administration of WPB Order M-63; to furnish information on materials, facilities, equipment, packaging, and containers needed in processing commodities purchased by OD; to plan and recommend programs for foreign purchase and importation of foods; to recommend and execute sales or other disposition of commodities in time to avoid spoilage; to perform all contracting and related service operations in connection with commodity purchases.
4. Shipping and Storage Branch - To develop and execute shipping, storage, and delivery programs for OD-procured commodities, so that direct shipments are made wherever possible and warehousing is kept to a minimum; where vendors are unable to retain custody of commodities and direct deliveries cannot be made, to contract for storage and to warehouse commodities; to conduct periodic examinations of commodities owned by OD and storage facilities in which they are stored; to be responsible for the condition of all OD-held stocks, issuing instructions to move commodities to prevent spoilage and making arrangements for repairing, repackaging, and reconditioning commodities and containers; to be responsible for disposing of unsalable commodities; to furnish documents to the Finance Division for inventory and accountability records and documentation; to adjudicate loss and damage claims.

- D. Deputy Director for Civilian Programs - To review and evaluate food distribution programs and develop plans for adjusting programs to meet changing marketing and distribution conditions; to formulate food distribution policy as it relates to civilian supply, including both price and rationing, and to aid the Director in working with other Federal agencies whose activities affect civilian food distribution; to supervise OD activities as claimant for the civilian population in the allocation of United States food supplies; to be responsible for formulating plans and policies for OD price and rationing matters and to be the point of referral for all such problems within the Office of Distribution; in pursuance of policies issued by the War Food Administration, to coordinate OD's price support activities and purchase programs related thereto; to direct the issuance of food priority certificates in connection with food shortages; to coordinate food management plans as they relate to production programs; to cooperate with the food production agencies in their planning to achieve required production; to recommend to the Program Committee purchase plans to effectuate price support; to direct the activities of the following:
1. Civilian Food Requirements Branch - To serve as the representative of the civilian population in the preparation and presentation of their food requirements, both from a nutritional and quantitative viewpoint; to propose such measures as are necessary to maintain the nutritional standards of our civilian population; to work with the Procurement Branch and the Office of Price Administration in regard to plans and policies for the rationing of foods; to provide a central point of contact for food distributors; to develop plans for the administration of school lunch, community canning, and industrial feeding programs; to serve in a liaison capacity with other agencies on nutrition advice; in collaboration with the Program Appraisal Branch, to study post-war effects of present programs and to plan for post-war civilian needs; to deal with food shortages; to assist the Procurement Branch in the distribution of foods in seasonal abundance or Government-held stocks in excess because of changes in program requirements.
 2. Nutrition Programs Branch - To plan and develop a nation-wide program for the improvement of nutritional standards and food habits to be carried out through regional nutrition specialists and the State and local nutrition committees; to cooperate with national agencies and regional offices in the development of nutrition studies and educational programs; to formulate a special program of cooperation with physicians and public health officers in regard to nutrition programs.
 3. Program Appraisal Branch - To review, analyze, and develop food marketing programs; to appraise their effects on farm income, prices, costs, marketing practices, consumption, and on the efficient and proper distribution of the available supply of food; and to propose changes to improve the effectiveness of the food marketing and distribution program.
- E. Deputy Director for Management - To coordinate the administrative planning, procedures, and operations of the component parts of OD, including both Washington and field; to analyze the organizational structure and program operations for the purpose of adapting them to the most economical and effective forms for achieving the objectives of OD programs, to develop

organizational plans for OD; to plan and direct all management activities, including informational services; to direct plans and policies for and to review and appraise regional activities of OD to achieve coordinated and unified administration; to supervise plant facilities, financing, and food protection programs; and to direct the activities of the following:

1. Administrative Services Division - To plan, direct, and carry out the administrative service activities for OD in Washington, including the following: procurement of equipment, supplies, space, utility services, and communications, and the maintenance of mailing, recording, and filing services and dockets; to develop policies and procedures governing similar functions in the regional and territorial Administrative Services Divisions; to provide a nation-wide leased wire service for the handling of market news; to facilitate the reproduction and distribution of printed and duplicated material; to provide technological service for the construction of research and testing equipment; and to provide mechanical service for the tabulation of mass data.
2. Audit and Fiscal Examination Division - To make audits and fiscal examinations of the records and accounts of OD and FSOC and to submit written reports thereon to the Deputy Director for Management; to conduct/^{Cost}studies to determine legality of making payments of public funds under obligations connected with purchase, diversion, or other programs; to review new fiscal operational methods involved; to review, and, where appropriate, to recommend changes in existing or proposed fiscal accounting systems.
3. Budget Division - To collaborate with OD officials in formulating the financial plans of OD; to represent OD in conferences on budgetary planning; to develop OD programs from a budgetary planning standpoint; to translate proposed operating plans into budgetary requirements; to develop and prepare budget estimates and justifications therefor; to assist the Director and Deputy Directors in the presentation of budget requests to the Department, Bureau of the Budget, and the Congress; to determine and effect the proper allotment of funds within OD; to keep officials of OD currently informed of legislation, proposed legislation, and congressional action affecting the activities of OD.
4. Finance Division - To formulate fiscal policies and procedures designed to facilitate the operations of OD and FSOC; to develop and be responsible for the systems and methods for the maintenance of accounts, the examination and certification of disbursement vouchers, and the collection, receipt, and custody of accounts, and to submit accounting reports showing status of funds and fiscal trends; to develop advance price quotation schedules to be used, subject to the approval of the Deputy Director for Supply, in invoicing for program commodities sold to Governments and agencies for whom OD purchases; to maintain accountability inventory records and furnish periodic and special reports on the quantity in inventory, the age of the lots, the location, and final disposition of the commodities; to collect and deposit ration checks for OD sales of rationed commodities

to nonexempt agencies; to prepare documents showing disposition of OD products, for use in reimbursing OD program funds.

5. Marketing Reports Division - To perform a service function in disseminating information for all units of OD; to be responsible for the preparation and issuance to farm and trade groups, of reports and other informational material which will promote fuller understanding of and cooperation with the programs and policies of OD; to plan and direct educational programs designed to enlist the cooperation of the general public and branches of the food trade in food conservation; to service consumers, educational institutions and others with information on marketing and distribution programs; to assist the commodity branches and regional offices in disseminating market news; to provide regional and field offices of the OD with current information as to the programs and policies of OD.
6. Organization and Procedure Division - To develop and maintain in cooperation with the branches and divisions an effective plan of organization both in Washington and the field to facilitate carrying out the program and operations of the OD; to develop over-all administrative procedures and to assist branch and other OD officials in analyzing existing and installing new operating procedures designed to expedite the flow of work and conserve manpower; to review administrative communications for conformity with established OD policies, organization and procedures; to keep informed of the activities of other Federal agencies in order to correlate the organization and procedures of the OD with related programs and to avoid duplication therewith; to carry out special administrative assignments.
7. Personnel Division - To develop and carry out a comprehensive personnel program for the OD, including the uniform application of the classification plan and the development and administration of a program for recruitment, appointment, placement, promotion, transfer, and reinstatement of personnel; to develop, organize and direct programs for improving employee relationships, promoting employee morale and improving employee performance to obtain the most effective utilization of manpower; to develop standards and maintain uniform practices in the application of efficiency ratings; and to maintain a program of employee adjustment including efficiency rating appeals.
8. Special Assistant on Plant Facilities, Financing, and Food Protection - To obtain the financial aid necessary for the expansion of plants producing war food products; to protect the Government's interest in connection with lend-lease financing by supervising the utilization of new funds, by approving all projects requiring lend-lease financing, by insuring proper inventories of plant facilities and equipment; to establish a system for the protection of food products, fibers, naval stores, and vegetable oils against destructive acts or contamination by developing lists of processing plants and warehouses needing inspection, by making recommendations to the Office of Materials and Facilities for the necessary protective equipment, and by supervision to determine that adequate protective measures are taken by plant owners; to assist in the coordination of the facility programs of OD.

- F. Separate memoranda covering the reassignment of personnel and organizational units will be issued later.
- G. This memorandum supersedes Director's Memorandum No. 2, Revision 1 (Part I), and the following supplements to Director's Memorandum No. 2: Q, R, S, 22, 23, 24, 25, 26, and 27.

Lee H. Parsons

Director

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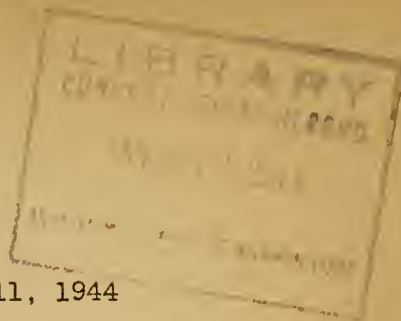
Organization:

Assignment of Functions in OD

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WAR FOOD ADMINISTRATION
Office of Distribution
Washington 25, D. C.



March 11, 1944

DIRECTOR'S MEMORANDUM NO. 2

Supplement 32

Transfer of Machine Tabulation Section, Administrative
Services Division

Effective March 13, the Machine Tabulation Section of the Administrative Services Division is transferred to the Finance Division. In accordance with this transfer, the Finance Division, in addition to its present responsibilities, will be responsible for the following functions:

To provide a centralized mechanical tabulation service for all activities of the Office of Distribution in Washington; to advise on the use of such equipment in order to facilitate the assembling, analysis, and preparation of data; and to furnish guidance and advice to the regional offices on mechanical tabulation problems.


Director

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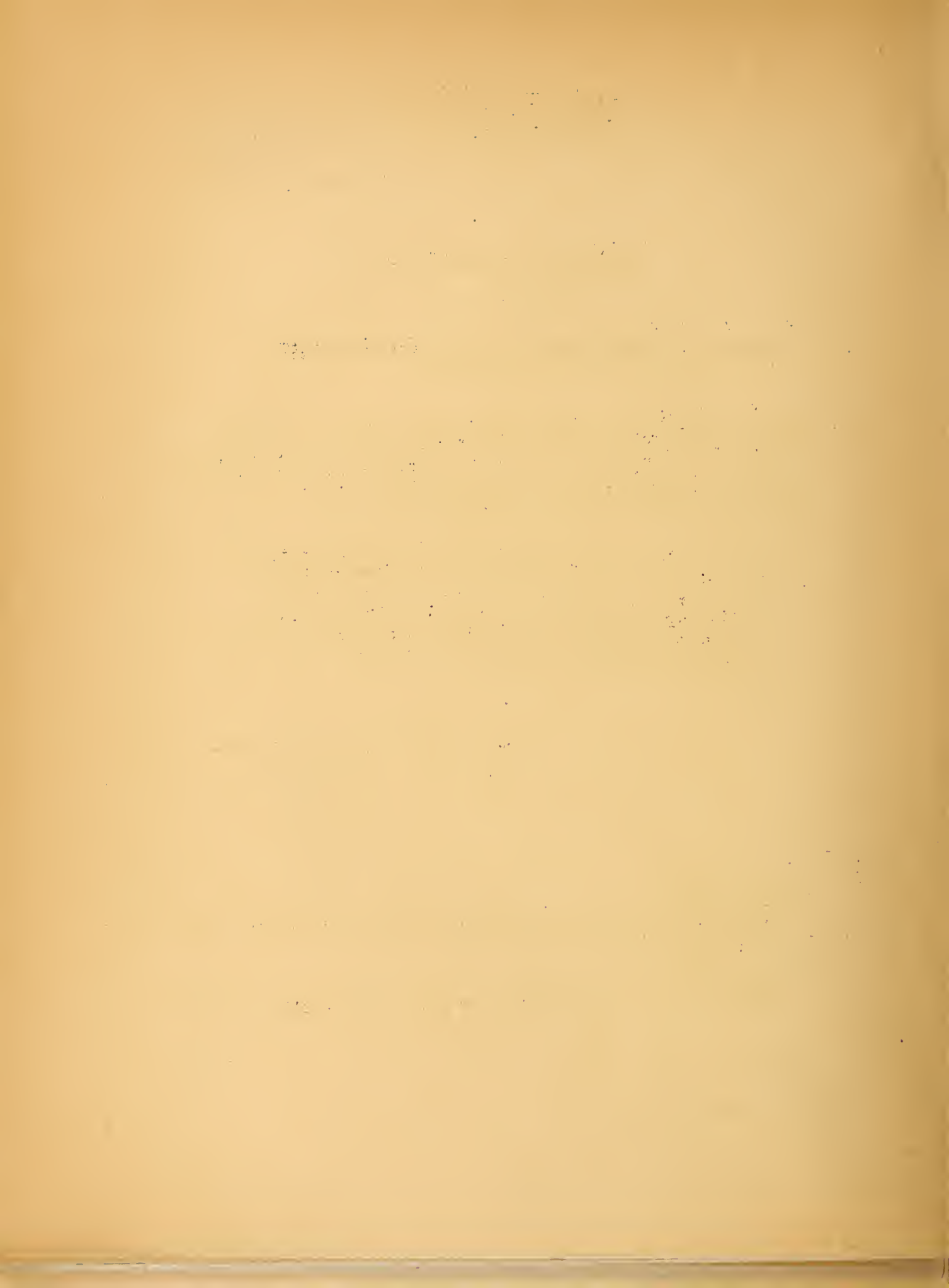
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Administrative Services Division, Transfer of Machine Tabulation
Section from

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Finance Division; Transfer of Machine Tabulation Section to



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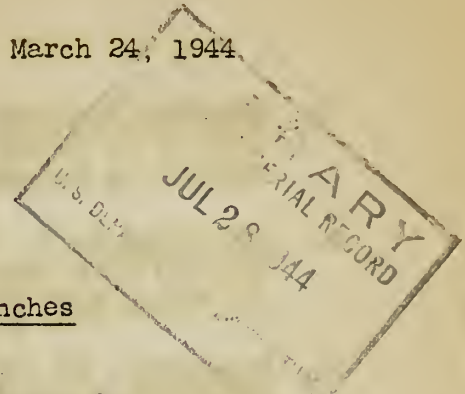
WAR FOOD ADMINISTRATION
Office of Distribution
Washington 25, D. C.

March 24, 1944

DIRECTOR'S MEMORANDUM NO. 2

Supplement 34

Responsibilities of the Commodity Branches



Director's Memorandum No. 2, Supplement 31, issued March 9, 1944, set forth the lines of responsibilities for the several functions. In the interpretation of Section B, paragraph 1, it has now been determined that the following functions should be retained by the commodity branches:

1. General Commodity Management - To be responsible for the development and administration of over-all programs for the management of commodities falling in the fields of the respective branches.
2. Supply Estimates and Requirements - To continue, on the present basis, to participate with Requirements and Allotments Control in the process of determining requirements and the development of adequate supply estimates.
3. Production Planning - To work with the Deputy Director for Civilian Programs in the planning to achieve required production.
4. Price Support - To prepare OD price support programs for the approval of the Deputy Director for Civilian Programs and consult with the Procurement Branch in the development of any related purchase programs.
5. Rationing Recommendations - To plan and recommend to the Deputy Director for Civilian Programs the time, extent, and other conditions of rationing.
6. Price Regulations - To review proposed price regulations and recommend modifications to the Deputy Director for Civilian Programs.
7. Processing Facilities - To develop and administer programs either to maintain or obtain the necessary processing facilities and to assist in the development of packaging requirements for commodities in order to conserve materials and transportation space.
8. Critical and Controlled Materials - To recommend to the Office of Materials and Facilities, requirements for critical and controlled materials, and assist the OMF in assuring proper distribution of critical and controlled materials.

9. Purchase Programs - To assist the Procurement Branch in the development of OD purchase programs or to recommend such programs, and to consult on proposed changes in these programs.
10. WPB Order M-63 - To collaborate with the Procurement Branch in carrying out OD's responsibility for the administration of that part of WPB Order M-63 applying to commodities assigned to the Branch.
11. Manpower - To advise the Office of Labor in the solution of manpower problems of the industry.
12. Distribution Economies - To develop and administer programs designed to bring about economies in the processing and distribution of agricultural and food products.

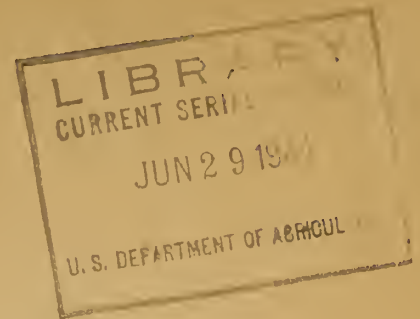


Director

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WAR FOOD ADMINISTRATION
Office of Distribution
Washington 25, D. C.



March 24, 1944

DIRECTOR'S MEMORANDUM NO. 2

Supplement 35

Regionalization Policy

1. Reference is made to Part II, Section A, of Director's Memorandum No. 2, Revision I, dated December 1, 1943, in which it is stated:

"In general, FDA's (OD) policy with respect to regionalization is that those functions and operations which can best be carried out at the regional level of administration shall be regionalized, and that those functions and operations which are national in nature or do not lend themselves to administration on a regionalized basis shall be performed or directed by the Washington office."

2. It has been demonstrated that marketing services and regulatory operations are not adaptable to regional direction as at present prescribed. A list of the activities considered to come within this category is given on reverse side.
3. A study is now underway to obtain information from which policies and procedures governing marketing services and regulatory operations, as well as other activities of the OD, may be developed. Pending completion of this study and the development of these policies and procedures, the activities referred to will continue to be carried on as at present, but no additional personnel will be employed or new commitments made by Regional Offices in connection with such activities without the express approval of the Director.

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Director

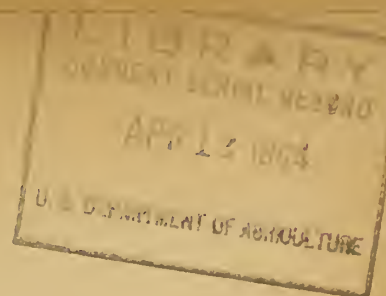
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ACTIVITIES OF THE O. D. CONSIDERED NON-
ADAPTABLE TO REGIONALIZATION

Inspection, Grading, and Standardization
Market News
Meat Inspection Act
Grain Standards Act
Federal Seed Act
Cotton Futures Act
Cotton Standards Act
Cotton Grade and Staple Statistics Act
Tobacco Inspection Act
Tobacco Inspection Act
Tobacco Stocks Act
Tobacco Seed Exportation Act
Packers and Stockyards Act
Perishable Agricultural Commodities Act
Produce Agency Act
Export Apple and Pear Act
Standard Container Acts
Insecticide Act
Naval Stores Act
Marketing Agreements Acts
Warehouse Act
28-Hour Act
Section 201 of the Agricultural Adjustment Act of 1938
Compliance Branch, including Commodity Exchange Act
All Section 32 Programs, except those specifically assigned to
Regions by the Director.

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WAR FOOD ADMINISTRATION
Office of Distribution
Washington 25, D. C.



April 5, 1944

DIRECTOR'S MEMORANDUM NO. 2

Supplement 36

Transfer of the Office of the Special Assistant on Plant
Facilities, Financing and Food Protection

Effective immediately the Office of the Special Assistant on Plant Facilities, Financing and Food Protection, together with personnel, funds, and records, is transferred from the Office of the Deputy Director for Management to the office of the Deputy Director for Commodity and Industry Regulation.

This memorandum supersedes Director's Memorandum No. 2, Supplement 28, and Director's Memorandum No. 2, Supplement 31, paragraph E 8 and any other memorandum to the extent to which it is inconsistent with the provisions of this memorandum.

Lee Marshall

Director

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Plant Facilities, Financing and Food Protection, Transfer to Office
of Deputy Director for Commodity and Industry Regulation

Industry Operations:

Plant Facilities, Financing and Food Protection
Plant Facilities, Financing and Food Protection, Transfer to Office
of Deputy Director for Commodity and Industry Regulation

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WAR FOOD ADMINISTRATION
Office of Distribution
Washington 25, D. C.

LIBRARY
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May 9, 1944

DIRECTOR'S MEMORANDUM NO. 2

Supplement 37

Assignment of Responsibility for Programs
Transferred from CCC

Administrator's Memorandum No. 27, Supplement 4, Amendment 2, assigned to the Director of Distribution, in his capacity as Vice President of CCC, the responsibility for all lending, buying, selling, storage, transportation, and subsidy activities of the War Food Administration with respect to fruits and vegetables (including potatoes, dried peas and beans, and vegetable seeds), livestock and livestock products, dairy products, poultry and poultry products, grain products (except feed), fats and oils, and all other processed food and food processing facilities.

The Administrator has determined that in the interest of maintaining continuity of operations, CCC shall continue to carry out all 1943 crop year programs. OD shall be responsible for the development and operation of programs commencing with the 1944 crop year.

1943 CCC programs for the following commodities, if and when renewed as 1944 programs, are assigned to the branches as follows:

<u>Commodity</u>	<u>Branch Responsibility</u>
Dried edible beans and peas	Grain Products Branch (loan and subsidy payments), Procurement Branch (purchases), and Shipping and Storage Branch (storage)
Butter and cheese	Procurement Branch (purchases) and Shipping and Storage Branch (storage)
American Cheddar cheese	Dairy and Poultry Branch (subsidy payments)
Fluid milk	" " " " (purchase and resale)
Dairy production	" " " " (subsidy payments)
Prunes and raisins	Fruit and Vegetable Branch (purchase and resale)
Canned grapefruit juice	" " " " (subsidy payments)
Apple freight equalization	" " " " (purchase and resale)
Vegetables for canning	" " " " (purchase and resale)
Vegetable containers	" " " " (loan and diversion)
Potatoes	and Procurement Branch (purchases)
Potato freight equalization	Fruit and Vegetable Branch
Peanut butter	Special Commodities Branch (subsidy payments)

All 1944 crop year and subsequent programs involving loans and subsidy payments shall be developed and administered by the appropriate commodity branch under the direction of the Deputy Director for Civilian Programs. Programs involving purchase, transportation, storage, and sale of commodities, and other programs shall be developed and administered in accordance with Director's Memoranda No. 2, Supplements 31 and 34. Financial aspects of programs shall be developed jointly with the Finance Division.

Lee Marshall

Director

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Assignment of Responsibility for Programs Transferred from CCC
Commodity Credit Corporation Programs Transferred to OD

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WAR FOOD ADMINISTRATION
Office of Distribution
Washington 25, D. C.

May 18, 1944

DIRECTOR'S MEMORANDUM NO. 2

Supplement 38

Office of Distribution Field Organization and
Washington-Field Relationships

1. The following general policies governing Office of Distribution field organization and Washington-field relationships will be initiated as of May 1, 1944, and be made finally effective not later than July 1, 1944:
 - (a) Regional Directors will be recognized as personal representatives of the Director of Distribution in their respective regions and will perform the following functions:
 - (1) Familiarize themselves with and appraise all OD activities within their respective regions, with special emphasis upon price support and food order programs.
 - (2) Make periodic and special reports through the Chief of Field Relations to the Director as to the status and progress of OD field operations in connection with various programs.
 - (3) Make such direct reports personally to the Director on highly important or critical situations as may be by them deemed necessary.
 - (4) Consult with and advise field officials of the various branches within their regions with respect to activities and programs under the jurisdiction of such officials, especially those involving relations with public officials.
 - (5) Make recommendations through the Chief of Field Relations to the Director for changes and improvements in field programs and organization.
 - (6) Handle for the Director contacts with state and local public officials, other Federal agencies, and the general public in the field on matters involving OD programs, as well as provide general information with respect to OD activities; direct inquiries for special or technical information to the appropriate operating officials within the region.

- (7) In consultation with Washington branches and their field representatives, recommend possible cooperation with other Federal agencies, especially those in the USDA and WFA, and with states, colleges and private organizations concerned with or interested in improvements in the methods of marketing and distributing farm commodities. One of the basic objectives of the OD is to provide leadership in the broad field of marketing farm commodities. Regional Directors are in an excellent position to develop cooperative relations with other organizations and to take a leading part in the handling of marketing problems in their regions, both from the long and short time point of view. The OD carries on a number of its activities in cooperation with State and other agencies. The cooperative relationships should be maintained and further developed in every practicable way.
 - (8) To represent OD on and work with regional Industry Advisory Committees where established, local food advisory committees, state war boards, and state nutrition committees.
- (b) Additional responsibilities will be delegated to the Regional Directors from time to time by the Director or the appropriate Deputy Director.
- (c) The present divisions in the regional offices shall become field offices of the appropriate Washington branches or staff divisions, except as delegations are made under (b) above. Field officials of the various branches and divisions of the OD will be answerable to and report directly to the respective chiefs of the Washington branches and divisions.
- (1) The Branches and divisions should decentralize as much of their work as possible to the field. In line with this policy, procedures will be developed for the prompt and efficient handling of OD "housekeeping" functions on a decentralized basis through the established service divisions in the field.
 - (2) Programs now assigned to the Regional offices, not being carried out by specific field organizations having a counterpart in Washington, will be reassigned in accordance with plans to be developed by the OD Program Committee.

- (d) Present state and area offices will be consolidated. District offices will be established in their place in accordance with the attached list. They will perform on the district level, functions assigned the Regional Office.
- (1) The District offices will be established in market centers. There will be at least one District office in each State with responsibility for cooperation with appropriate State agencies. Changes in District boundaries, or District office locations, may be made on recommendation of the Regional Director and upon approval of the Director. Due consideration will be given to State and County boundaries.
 - (2) Sub-District offices may be established where absolutely necessary, on recommendation of the Regional Director and upon approval of the Director.
 - (3) Field offices of branches and service divisions will be located in the same cities and in the same buildings as regional and District offices unless it can be definitely established that some other location is necessary for efficient operation.
 - (4) It will be the responsibility of the Regional offices to furnish the Chief of Field Relations as soon as practicable but not later than June 15, 1944, with complete information as to the number, grade and qualifications of regional personnel which, as a result of this memorandum, may become available for reassignment.
 - (5) The Deputy Director for Management will be responsible for the preparation of organizational plans and procedures necessary to carry the provisions of this memorandum into effect.
2. This memorandum supersedes Part II of Director's Memorandum No. 2, Revision 1, and all other memoranda to the extent to which they are inconsistent with the provisions hereof.



Director

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5/9/44

STATE

DISTRICT OFFICE

Northeast Region

Connecticut	New Haven
Delaware	Wilmington
Maine	Portland
Maryland	Baltimore
Massachusetts	Boston
New Hampshire	Manchester
New Jersey	Newark
New York	New York City Buffalo
Pennsylvania	Philadelphia Pittsburgh
Rhode Island	Providence
Vermont	Burlington
West Virginia	Charlestown

Southern Region

Alabama	Birmingham
Florida	Jacksonville
Georgia	Atlanta
Kentucky	Louisville
Mississippi	Jackson
North Carolina	Charlotte
South Carolina	Columbia
Tennessee	Nashville Memphis
Virginia	Richmond

STATE	DISTRICT OFFICE
-------	-----------------

Southwest Region

Arkansas	Little Rock
Colorado	Denver
Kansas	Topeka
Louisiana	New Orleans
New Mexico	Albuquerque
Oklahoma	Oklahoma City
Texas	Dallas Houston San Antonio El Paso

Midwest Region

Illinois	Chicago
Indiana	Indianapolis
Iowa	Des Moines
Michigan	Detroit
Minnesota	St. Paul
Missouri	St. Louis Kansas City
Nebraska	Omaha
North Dakota	Fargo
Ohio	Cleveland Cincinnati
South Dakota	Huron
Wisconsin	Madison

STATE	DISTRICT OFFICE
<u>Western Region</u>	
Arizona	Phoenix
California	San Francisco Los Angeles
Idaho	Boise
Montana	Helena
Nevada	Reno
Oregon	Portland
Utah	Salt Lake City
Washington	Seattle Spokane
Wyoming	Laramie

Reserve

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WAR FOOD ADMINISTRATION
Office of Distribution
Washington 25, D. C.

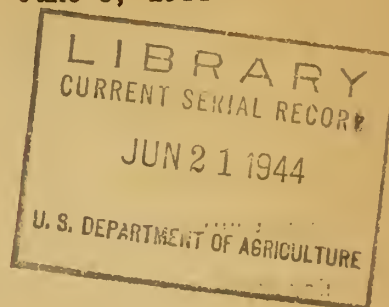
June 8, 1944

DIRECTOR'S MEMORANDUM NO. 2

Supplement 38

Amendment 1

Regional Organization



The list of proposed District Offices attached to Director's Memorandum No. 2, Supplement 38, is hereby revised to incorporate some changes in location of District Offices and to include the Sub-District Offices indicated herein.

When a district headquarters and a regional office are located in the same city, the district office, even though a separate organization, will be located in the same building as the regional office.

<u>STATE</u>	<u>DISTRICT OFFICE</u>	<u>SUBOFFICE</u>
Puerto Rico	San Juan	
<u>Northeast Region</u>		
Connecticut	New Haven	
Delaware	Wilmington	
Maine	Portland	Presque Isle
Maryland	Baltimore	
Massachusetts	Boston	
New Hampshire	Manchester	
New Jersey	Newark	Bridgeton
New York	New York City Albany	Rochester
Pennsylvania	Philadelphia Pittsburg	Harrisburg

Northeast Region (Cont'd)

Rhode Island	Providence
Vermont	Burlington
West Virginia	Charleston

Southern Region

Alabama	Montgomery	Birmingham
Florida	Jacksonville	Tallahassee Miami
Georgia	Atlanta	
Kentucky	Lexington	
Mississippi	Jackson	
North Carolina	Raleigh	
South Carolina	Columbia	
Tennessee	Nashville Knoxville	
Virginia	Richmond	Roanoke

Southwest Region

Arkansas	Little Rock	
Colorado	Denver	
Kansas	Topeka	Wichita
Louisiana	New Orleans	Shreveport
New Mexico	Albuquerque	
Oklahoma	Oklahoma City	Tulsa
Texas	Dallas Houston Austin Amarillo	Harlingen

Midwest Region

Illinois	Chicago	Springfield
Indiana	Indianapolis	
Iowa	Des Moines	
Michigan	Detroit	Grand Rapids
Minnesota	St. Paul	
Missouri	St. Louis	
	Kansas City	
Nebraska	Lincoln	North Platte
North Dakota	Fargo	
Ohio	Cleveland	
	Cincinnati	
South Dakota	Huron	
Wisconsin	Madison	Milwaukee

Western Region

Arizona	Phoenix
California	San Francisco
	Los Angeles
Idaho	Boise
Montana	Helena
Nevada	Reno
Oregon	Portland
Utah	Salt Lake City
Washington	Seattle
	Spokane
Wyoming	Cheyenne
Hawaii	Honolulu

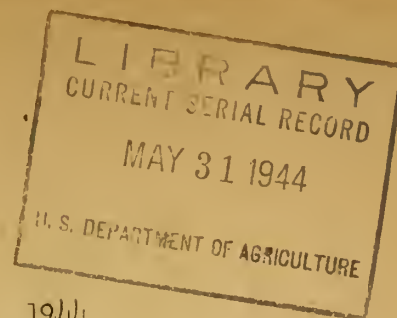
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Lee Marshall



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WAR FOOD ADMINISTRATION
Office of Distribution
Washington 25, D. C.



May 18, 1944

DIRECTOR'S MEMORANDUM NO. 2

Supplement 39

Regional Organization

In accordance with paragraph 1 (b) of Director's Memorandum No. 2, Supplement 38, the following functions are hereby delegated to the Regional Directors. These functions shall be performed within the organizational framework prescribed below:

1. Office of the Regional Director - In addition to those functions assigned to the Regional Director in Director's Memorandum No. 2, Supplement 38, the following functions are hereby delegated and shall be performed in the Regional Director's office: To provide a central point of contact in the region for the food processing industry, including assistance in the solution of labor and other wartime problems; to administer the "A" award program.
2. In accordance with paragraph (b) of Supplement 38 of Director's Memorandum No. 2, the following divisions shall be established in the regional offices to carry out the additional functions, as outlined below:
 - a. Procurement and Price Support Division - As directed and in consultation with appropriate Branch representatives, to advise the Washington office of the possibility of the development of critical local surpluses and to carry out regional activities necessary in regard to price support programs including field purchases.
 - b. Civilian Food Requirements Division - Under direction from the Branch in Washington, to carry out industrial feeding programs and to review priority applications in connection with such programs; to administer the school lunch and community food preservation programs; to direct the distribution of food acquired under Section 32; to assist in resolving specific area food shortages and to recommend rationing adjustments, and for this purpose to maintain continuous working relationships with food distributors, hotel and restaurant associations; to develop programs for state and local food advisory committees.

- c. Marketing Reports Division - Within the region: to inform the public and interested groups of OD's programs and policies; to handle relations with newspapers, trade journals, and radio stations; to review all material prepared in the region for publication; to assist in the preparation of special market reports and educational material in regard to OD's programs; to adapt material prepared in Washington for regional or local use.
3. All the above functions shall be carried out in accordance with policies, organizational plans, procedures and general instructions to be issued by the Director or the appropriate Deputy Director.
4. District offices shall be organized on a "straight-line" basis, reporting directly to the Regional Directors, to carry out on the district level the functions corresponding to those assigned to the Regional offices.


Director

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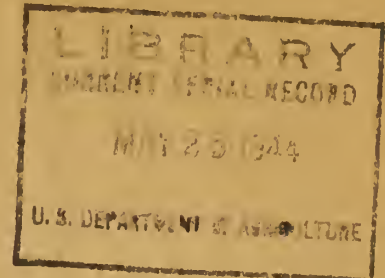
WAR FOOD ADMINISTRATION
Office of Distribution
Washington 25, D. C.

May 18, 1944

DIRECTOR'S MEMORANDUM NO. 2

Supplement 40

Field Relations



Effective May 1, 1944, there is established in the Office of the Director the position of Chief of Field Relations.

A. Functions and responsibilities of the Chief of Field Relations will be as follows:

1. To serve as principal point of contact for the Regional Directors and their field staff in the Washington office.
2. To insure uniform execution of programs, functions, and operating responsibilities which may be delegated to Regional Directors.
3. To receive and analyze periodic and special reports from Regional Directors as to the status and progress of OD field operations in connection with all OD programs.
4. On the basis of these reports, to recommend to the appropriate Washington Branch and Division Chiefs modifications or changes in operational procedures or policies designed to improve the efficiency and coordination of all OD field operations.
5. To review and approve travel requests as follows:
 - a. Regional personnel contemplating travel outside of their respective regions shall submit in advance a request outlining the purpose of the visit, time involved, etc., to the Chief of Field Relations for his prior approval. (This does not include travel of Branch employees.)
 - b. The Chief of Field Relations may request Regional or District office personnel to attend meetings or conferences in Washington or elsewhere.

B. In order to facilitate the performance of the above functions, copies of communications involving questions of policy (as distinguished from day-to-day operating matters) from Washington Branches or Divisions to Regional and District offices shall be routed to the Chief of Field Relations. Regional Directors shall forward to the Chief of Field

Relations copies of correspondence originating in their offices and involving policy questions and over-all OD problems.

- C. All prior delegations and assignments of functions are hereby superseded to the extent to which they are inconsistent with the provisions of this memorandum.

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Director

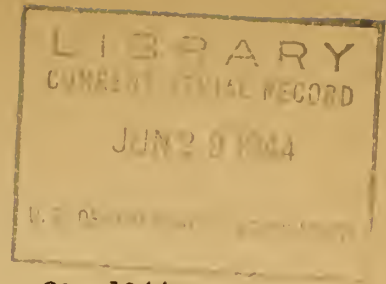
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WAR FOOD ADMINISTRATION
Office of Distribution
Washington 25, D. C.



May 20, 1944

DIRECTOR'S MEMORANDUM NO. 2

Supplement 41

Renaming the Procurement Branch

In accordance with Director's Memorandum No. 65 assigning responsibility for the operation of price support programs to the Deputy Director for Supply, the name of the Procurement Branch is hereby changed to Procurement and Price Support Branch.

A handwritten signature in cursive script, appearing to read "L. G. Harshbarger".

Director

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Organization

Procurement Branch, Renaming of

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WAR FOOD ADMINISTRATION
Office of Distribution
Washington 25, D. C.

June 2, 1944

DIRECTOR'S MEMORANDUM NO. 2

Supplement 42

Transfer of the Office of Chief of Field Relations

Director's Memorandum No. 2, Supplement 40 states that the Regional Directors are the personal representatives of the Director and report to the Director through the Chief of Field Relations. In order that this relationship may be properly reflected from an organizational standpoint, the Chief of Field Relations will hereafter report directly to the Director.

Because the work of the Marketing Reports Division will form an integral part of the OD functions carried out in the field, responsibility for direction of that Division is transferred from the Deputy Director for Management to the Chief of Field Relations.

Lee Marshall

Director

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WIR FOOD ADMINISTRATION
Office of Distribution
Washington 25, D. C.

June 13, 1944

DIRECTOR'S MEMORANDUM NO. 2

Supplement 43

Establishment of Budget and Organization Division

The Budget Division and the Organization and Procedure Division are hereby consolidated to form the Budget and Organization Division. Mr. Henry G. Herrell, Chief of the Budget Division, is designated Chief of the new Division.

A. Assignment of Functions

The major functions to be performed by the Budget and Organization Division are as follows:

1. STAFF PROGRAM ASSISTANCE. Assist operating officials in developing the organizational, budgetary, and procedural aspects of proposed programs.
2. ORGANIZATION. Advise and work with officials in developing new or revised plans of organization, taking into account budgetary and manpower requirements.
3. FIELD OPERATIONS. Recommend plans for the effective organization and conduct of field operations.
4. PROCEDURE DEVELOPMENT. Develop and install over-all procedures designed to obtain effective and economical operation and optimum use of manpower.
5. BUDGET. Prepare and assist in the presentation of budget requests before the Department, Bureau of the Budget, and Congress.
6. PERSONNEL CEILINGS. Develop and present personnel ceiling requirements to the Department and the Bureau of the Budget, and allocate and control for OD the ceilings that are made available.
7. ALLOCATION OF FUNDS. Allocate and control funds for OD.
8. LEGISLATIVE SERVICES. Review pending or proposed legislation and inform interested OD officials of budgetary implications; keep OD officials informed on current legislative trends of both Federal and State Governments.
9. ISSUANCE SYSTEM. Develop and maintain an over-all issuance system for the Office of Distribution, and in this connection coordinate and assist in the development of procedures relating to management activities.
10. PROCEDURE CONTROL. Provide a central point in OD for the coordination and review, prior to final approval, for all organizational plans, procedures, and issuances, including Director's Memoranda, to assure conformance and integration with over-all policy and approved organizational patterns and relationships.

11. FORMS CONTROL, Review for administrative feasibility and economy and for clearance with the Bureau of the Budget, as may be necessary, all OD forms (including proposed forms and form letters, to be issued to the public or other Government agencies by the Office of Distribution).
12. WORK UNIT DEVELOPMENT. Develop units of measurement and standards by which work accomplishment can be evaluated or predicted in relation to cost.
13. REPORTS COORDINATION. Plan and coordinate all reports for the OD (except those specifically exempted) going to outside agencies or persons in order to assure accuracy and consistency of such reports, and to insure that reports are not misleading.
14. OVER-ALL OPERATIONS REVIEW. Observe and report the operating effectiveness of over-all memoranda, instructions, procedures, and organizational relationships.

B. Transfer of Functions

In accordance with the assignment of functions made under No. 11 above, the following transfers of functions will be made at a date to be specified by the Deputy Director for Management:

1. From the Administrative Services Division, responsibility for
 - (a) Advising on the standardization of all forms issued by OD
 - (b) Reviewing new forms
 - (c) Recommending the discontinuance of obsolete forms and consolidation of existing forms
2. From the Program Appraisal Branch, responsibility for reviewing and clearing forms and form letters which go to the public or outside agencies and which require Bureau of the Budget approval.

Until a date is set to effectuate these transfers of function, the Administrative Services Division and Program Appraisal Branch will continue to carry out their respective responsibilities in connection with forms.

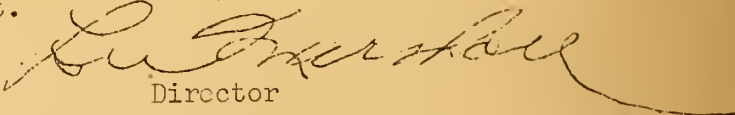
C. Report Coordination

Special attention is called to the function described under No. 13 above, providing for the coordination of reports going to outside agencies and persons. In order to avoid conflicts and assure consistency of OD reports, provision has been made for the function of report coordination. It is not intended that all reports be cleared through this Division, but until categories of reports to be reviewed are developed, all reports, except Market News, which is hereby specifically exempted, going to the public or outside agencies will be cleared through this Division. Requests should be submitted to the Budget and Organization Division for any additional exemptions where management is not involved. The date after which clearance of all reports will be required will be determined by the Deputy Director for Management.

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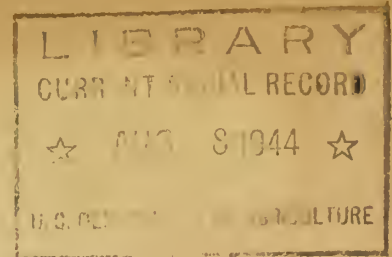
Organization:

Budget and Organization Division, Establishment of


Director

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WAR FOOD ADMINISTRATION
Office of Distribution
Washington 25, D. C.



July 10, 1944

DIRECTOR'S MEMORANDUM NO. 2

Supplement 44

Audit Division

The name of the Audit and Fiscal Examination Division is hereby changed to the Audit Division. The title to be used in referring to the Chief of that Division shall be Chief Auditor.

In the field the audit and fiscal examination function shall be separated from the regional finance office, and established as a separate organizational unit, reporting to the Chief Auditor. This field unit shall be known as the Regional Audit Office.

A handwritten signature in cursive script, appearing to read "L. G. Zerkow".

Director

INDEX ENTRY:

Organization:

Audit and Fiscal Examination Division, Renaming of

NOTE FOR PERSONS RECEIVING DIRECTOR'S MEMORANDUM

3 Please remove Director's Memorandum No. 2, Supplement 43, dated June 13, 1944, from your manual and insert the attached revision in its place. Part A, paragraph 4. Procedure Development, has been changed to include the phrase "furnish assistance in installing over-all procedures". Part C, Report Coordination, has been rewritten to provide a more clear-cut definition of the scope of this function.

WAR FOOD ADMINISTRATION
Office of Distribution
Washington 25, D. C.

(June 13, 1944)
Revised July 26, 1944

DIRECTOR'S MEMORANDUM NO. 2

Supplement 43

Establishment of Budget and Organization Division

The Budget Division and the Organization and Procedure Division are hereby consolidated to form the Budget and Organization Division. Mr. Henry G. Herrell, Chief of the Budget Division, is designated Chief of the new Division.

A. Assignment of Functions

The major functions to be performed by the Budget and Organization Division are as follows:

1. STAFF PROGRAM ASSISTANCE. Assist operating officials in developing the organizational, budgetary, and procedural aspects of proposed programs.
2. ORGANIZATION. Advise and work with officials in developing new or revised plans of organization, taking into account budgetary and manpower requirements.
3. FIELD OPERATIONS. Recommend plans for the effective organization and conduct of field operations.
4. PROCEDURE DEVELOPMENT. Develop and furnish assistance in installing over-all procedures designed to obtain effective and economical operation and optimum use of manpower.
5. BUDGET. Prepare and assist in the presentation of budget requests before the Department, Bureau of the Budget, and Congress.
6. PERSONNEL CEILINGS. Develop and present personnel ceiling requirements to the Department and the Bureau of the Budget, and allocate and control for OD the ceilings that are made available.
7. ALLOCATION OF FUNDS. Allocate and control funds for OD.
8. LEGISLATIVE SERVICES. Review pending or proposed legislation and inform interested OD officials of budgetary implications; keep OD officials informed on current legislative trends of both Federal and State Governments.
9. ISSUANCE SYSTEM. Develop and maintain an over-all issuance system for the Office of Distribution, and in this connection coordinate and assist in the development of procedures relating to management activities.
10. PROCEDURE CONTROL. Provide a central point in OD for the coordination and review, prior to final approval, for all organizational plans, procedures, and issuances, including Director's Memoranda, to assure conformance and integration with over-all policy and approved organizational patterns and relationships.

11. FORMS CONTROL. Review for administrative feasibility and economy and for clearance with the Bureau of the Budget, as may be necessary, all OD forms (including proposed forms and form letters, to be issued to the public or other Government agencies by the Office of Distribution)
12. WORK UNIT DEVELOPMENT. Develop units of measurement and standards by which work accomplishment can be evaluated or predicted in relation to cost.
13. REPORTS COORDINATION. Plan and coordinate all reports for the OD (except those specifically exempted) going to outside agencies or persons in order to assure accuracy and consistency of such reports, and to insure that reports are not misleading.
14. OVER -ALL OPERATIONS REVIEW. Observe and report the operating effectiveness of over-all memoranda, instructions, procedures, and organizational relationships.

B. Transfer of Functions

In accordance with the assignment of functions made under No. 11 above, the following transfers of functions will be made at a date to be specified by the Deputy Director for Management:

1. From the Administrative Services Division, responsibility for
 - (a) Advising on the standardization of all forms issued by OD
 - (b) Reviewing new forms
 - (c) Recommending the discontinuance of obsolete forms and consolidation of existing forms
2. From the Program Appraisal Branch, responsibility for reviewing and clearing forms and form letters which go to the public or outside agencies and which require Bureau of the Budget approval.

Until a date is set to effectuate these transfers of function, the Administrative Services Division and Program Appraisal Branch will continue to carry out their respective responsibilities in connection with forms.

C. Report Coordination

Special attention is called to the function described under No. 13, in A above, providing for the coordination of reports going to outside agencies and persons. In order to avoid conflicts and assure consistency of OD reports, provision has been made for the function of report coordination. It is not the intention of this provision to require the review of all reports by the Budget and Organization Division but only those reports when management is involved. The Budget and Organization Division, working with the branches and divisions, will develop the categories of reports to be reviewed. The branches and divisions will not be required to submit their reports to the Budget and Organization Division for review until these categories have been established and an announcement made by the Deputy Director for Management.

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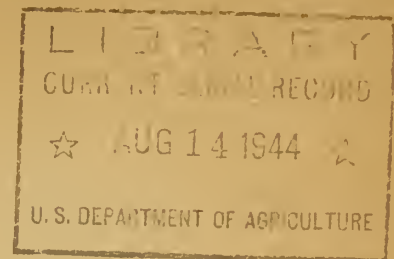
Organization:

Budget and Organization Division, Establishment of
B-499


Director

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WAR FOOD ADMINISTRATION
Office of Distribution
Washington 25, D. C.



July 26, 1944

DIRECTOR'S MEMORANDUM NO. 2

Supplement 45

Transfer of Responsibility for Fiscal Program in Hawaii

In order that all the field Finance Offices of OD may be under the direction of the Finance Division in Washington, responsibility for the administrative, as well as the technical, direction of the Fiscal Section for Hawaii is transferred to the Finance Division in Washington from the Hawaiian representative.


Director

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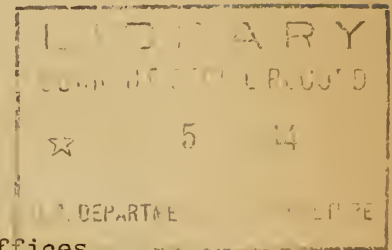
WAR FOOD ADMINISTRATION
Office of Distribution
Washington 25, D. C.

August 30, 1944

DIRECTOR'S MEMORANDUM NO. 2


Supplement 46

Abolition of Regional Program Appraisal Offices

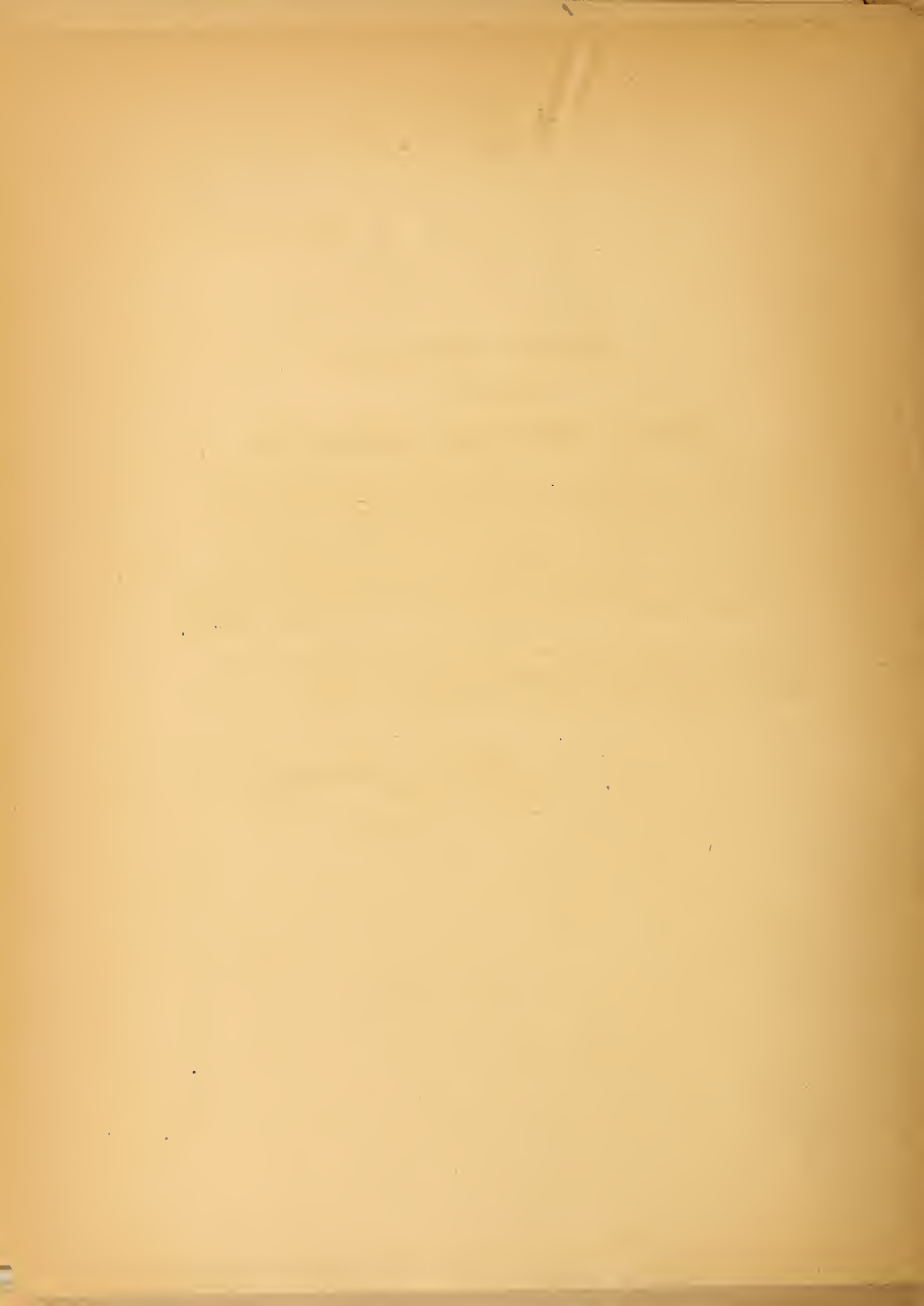


Director's Memorandum No. 2, Supplement 38, assigned to the Regional Directors responsibility for consulting with and advising field officials of the various branches within their regions with respect to activities and programs under the jurisdiction of such officials and for making periodic and special reports through the Chief of Field Relations to the Director as to the status and progress of Office of Distribution field operations in connection with the various programs.

In line with the assignment of this responsibility to the Regional Directors, the Program Appraisal Divisions in the field are abolished, effective September 30, 1944.


Director

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WAR FOOD ADMINISTRATION
Office of Distribution
Washington 25, D. C.

September 12, 1944

DIRECTOR'S MEMORANDUM NO. 2

Supplement 47

Responsibilities of Office of Distribution Field Personnel Officers

I. GENERAL RESPONSIBILITIES: As members of the immediate staff of the Chief of the Personnel Division of OD, Field Personnel Officers are under his direct jurisdiction. They will receive their over-all operating instructions and changes in procedures and policies from him. The general responsibilities of Field Personnel Officers are:

A. Planning. Field Personnel Officers will participate equally in the planning of the personnel programs and policies of the Office of Distribution with the Chiefs of the three sections of the Washington Personnel Office. They will be expected to submit recommendations periodically for changes in personnel policy based on the field operations within their jurisdiction. They will submit regular progress reports to be used as a basis for evaluating the operation of existing personnel policies.

B. Administration of Personnel Programs. Field Personnel Officers will apply established Departmental personnel policies within the OD and they will be responsible for administering and evaluating these policies in their area of jurisdiction.

II. SPECIFIC RESPONSIBILITIES: In maintaining a Personnel program for OD, specific responsibilities of Field Personnel Officers within limits of their delegated authorities are:

A. Assistance to Field Officials in OD. Informs key field officials of national and field personnel policies and works with them to insure maximum results for program activities.

B. Employment Program. Plans and conducts under broadly delegated authority an employment program designed to anticipate personnel needs and to fill these needs with qualified personnel; takes positive action for the placement of returning veterans; interprets and applies the terms and conditions of employment under cooperative agreements.

C. Qualification Standards. Conducts studies of qualification requirements for the various services and occupational groups and develops and recommends adoption of qualification standards.

D. Employee Counseling. Provides employee counseling service for the settlement of employee grievances, complaints and problems.

E. Discipline. Investigates and submits recommendations for imposition of disciplinary measures in cases involving misconduct and neglect of duty on the part of employees; when justified, imposes immediate disciplinary action under delegated authority.

F. Leave and Hours of Duty. Administers rules and regulations governing leave and hours of duty in order to achieve uniform treatment of employees throughout the area of operation.

G. Promotions and Efficiency Ratings. Applies standards to achieve systematic and uniform promotions and efficiency ratings; maintains promotion panels as a means of effecting the promotion-from-within policy.

H. Training Programs. Installs, in collaboration with field officials, training methods adaptable to specific field activities.

I. Relationships with Colleges and Universities. Maintains, in cooperation with field officials, contact with colleges and universities within the region for the purpose of promoting an interest on the part of outstanding students in qualifying for employment in the Office of Distribution. Assists Washington Personnel and technical officials in such contacts in the development of curricula designed to qualify students for service in various OD activities.

J. Safety Studies. Directs studies of work hazards and accident frequency in program activities; installs measures designed to promote safety in such activities.

K. Application of Class Specifications. Applies on a uniform basis and under delegated classification authority class specifications and standards to field positions; analyzes the duties of field positions and the functions of the organizational structure involved for classification purposes; prepares appropriate position descriptions.

L. Classification and Personnel Utilization Surveys. Conducts surveys of field activities to determine the appropriateness of position allocations and to appraise operations and functions for uniformity of position classifications; in conjunction with such surveys, determines the adequacy with which skills and qualifications of personnel are being utilized.

M. OD Employee Representative. Serves as OD contact representative with Red Cross, Community Chest, War Bond Committees, Civic Clubs, Employee Unions, and other organizations and provides for employee participation therein, as well as in other community affairs; assumes leadership in promoting employee participation in USDA Clubs and related activities.

Lee Marshall

Director

INDEX ENTRIES:

Administration, General:

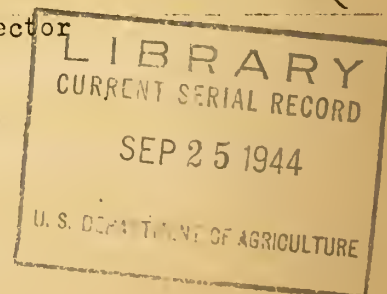
Personnel:

Field Personnel Officers, Responsibilities

Organization:

Personnel Field Officers, Responsibilities

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WAR FOOD ADMINISTRATION
Office of Distribution
Washington 25, D. C.

September 28, 1944

DIRECTOR'S MEMORANDUM NO. 2

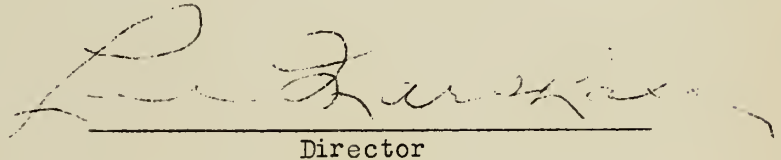
Supplement 48

Realignment of Loss and Damage Functions
and Responsibilities in OD

The functions and responsibilities relative to the settlement of commodity loss and damage claims shall be realigned beginning November 1, 1944, in accordance with the provisions outlined in the following paragraphs.

The Shipping and Storage Branch shall be responsible for administratively determining the party, or parties, responsible for lost or damaged commodities.

The Finance Division shall be responsible for determining the value of all lost and damaged commodities and for effecting all collections and refunds relative thereto.



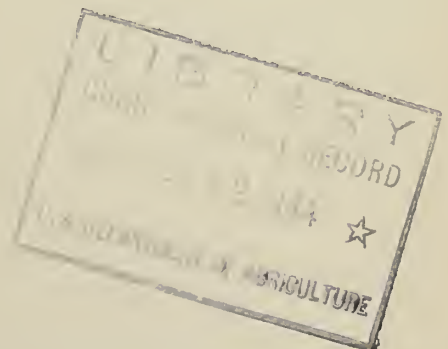
Director

INDEX ENTRIES:

Organization:

Loss and Damage Function, reassigned
Shipping and Storage Branch
Loss and Damage Function
Finance Division
Loss and Damage Function
Loss and Damage, Function assigned

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WAR FOOD ADMINISTRATION
Office of Distribution
Washington 25, D. C.

October 21, 1944

DIRECTOR'S MEMORANDUM NO. 2

Supplement No. 49

Functions of Special Assistant on Plant Financing

The functions of the Special Assistant on Plant Financing (formerly Special Assistant on Plant Facilities, Financing, and Food Protection) within the Office of the Deputy Director for Commodity and Industry Regulation are redefined as follows:

I. Plant Financing

- A. Obtain as required necessary financial aid on recommendation of the appropriate commodity branch for expansion of plants and facilities which produce war food products, using funds of Lend-Lease or the services of Defense Plant Corporation.
- B. Be responsible for protecting the interests of the Government in such projects by:
 1. Reviewing plans and specifications of each proposed project, including the conduct of field surveys to assure adequate public utilities, transportation facilities, and land title clearances.
 2. Preparing contracts and leases and amendments thereto, certifying as to completion of facilities and handling other matters incident to acquisition by the Government of plants or facilities after they have been constructed and are in successful operation.
 3. Insuring proper inventories of plant facilities and equipment through periodic field inspections.
 4. Reviewing financial reports of rents paid by lessees to insure fulfillment of lease obligations.
 5. Developing, in collaboration with the commodity branch concerned, plans and recommendations covering disposal of such plants and facilities.

II. V-Loans

The former function of making OD recommendations to the War Department and Foreign Economic Administration on V-Loans to food processors has been transferred to the Procurement and Price Support Branch.

This memorandum supersedes the following Director's Memoranda: No. 56, Revision 1 and Supplement thereto; No. 67; No. 2, Supplement 36; and Paragraph E-8 of No. 2, Supplement 31.

INDEX ENTRIES:

Organization:

Plant Financing, Functions of Special Assistant
Industry Operations:

Plant Financing, Functions of Special Assistant
Plant Financing, Functions of Special Assistant


Director

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U. S. DEPARTMENT OF AGRICULTURE

WAR FOOD ADMINISTRATION
Office of Distribution
Washington 25, D. C.

November 14, 1944

DIRECTOR'S MEMORANDUM NO. 2

Supplement 50

Functions of the Distribution Planning Branch

I. General

The Director has assigned to the Deputy Director for Civilian Programs (Director's Memorandum No. 2, Supplement 31), the responsibility "to develop plans for adjusting programs to meet changing marketing and distribution conditions; to formulate food distribution policy as it relates to civilian supply, including price....; to be responsible for formulating plans and policies for OD price ... matters ...; to coordinate food management plans as they relate to production programs; to cooperate with the food production agencies in their planning to achieve required production"

The Distribution Planning Branch is herewith established as a staff group to assist the Deputy Director for Civilian Programs in carrying out the planning and coordinating responsibilities outlined above. The personnel, funds, and property of the Program Appraisal Branch are transferred to the Distribution Planning Branch.

The Branch is responsible (1) for insuring that adequate attention is given to the relation between the economic program operations of each of the commodity branches and the overall policies and objectives of OD, and (2) for formulating and recommending overall price and marketing policies governing the war and post-war programs of OD, and for correlating the work of OD with the future distribution needs of the country.

The Branch is responsible for representing the Deputy Director for Civilian Programs in assisting the operating branches to anticipate the problems associated with price-support activities, price ceilings, or other marketing factors, and for giving advice and assistance in the analysis and solution of such problems. In this connection, the Chief of the Distribution Planning Branch will assign representatives to maintain liaison with other OD branches.

II. Specific Responsibilities

The Branch is organized into three divisions: the Marketing Policy Division, the Price Policy Division, and the Special Projects Division.

1. Formulation of Marketing Goals. The Marketing Policy Division plans and coordinates the formulation of food marketing goals for

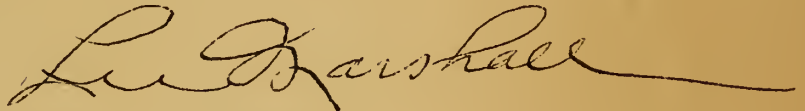
each ensuing year as follows: advises and assists the various branches in preparing the data required to screen estimated requirements in terms of marketing factors, analyzes the data obtained from the operating branches in order to estimate the adequacy of marketing facilities to handle the proposed production, and, in consultation with all appropriate branches, recommends either (1) modifications in production goals to take account of marketing factors, (2) increases in the supply of marketing facilities estimated to be inadequate, or (3) adaptations in the utilization of marketing facilities to relieve strains and promote more effective marketing.

2. Execution of Marketing Programs. The Marketing Policy Division is responsible for anticipating specific marketing problems and advising and assisting the branches in the analysis of such problems in advance of the time when decisions must be made by operating officials. The Division correlates such analysis by the various branches with recommendations of the Civilian Food Requirements Branch for maintaining orderly and equitable distribution of food to consumers.
3. Formulation of Price Programs. The Price Policy Division plans and coordinates the formulation of OD recommendations regarding price support programs for each ensuing year as follows: advises and assists the various branches in preparing the data that is required to justify proposed price support operations; analyzes the data and recommendations submitted by the various branches to assure consistency between commodities and between branches; prepares a coordinated statement of OD recommendations with supporting data; analyzes all recommendations originating outside OD; and coordinates OD participation at all stages of clearance.
4. Execution of Price Programs. The Price Policy Division is responsible for anticipating problems associated with price-support activities and price ceilings and for recommending solutions that are best calculated to achieve an orderly flow of commodities to consumers. The Division analyzes price support and price ceiling actions participated in by the various branches during the course of the marketing year to insure (1) that general policy has been clearly formulated in all respects by the appropriate authority and (2) that all proposed actions are consistent with general policy and with each other. The division also is responsible for advising and assisting the operating branches in economic analyses of price support, price ceiling, and related activities, and for correlating such analyses.
5. Formulation of Post-War Distribution Program. The Special Projects Division plans and coordinates the formulation of OD recommendations regarding a post-war distribution program as follows: advises and

assists the various branches in analyzing the distribution problems associated with the shift to a peacetime volume and pattern of demand for farm products (especially analysis of the volume, pattern, and timing of prospective surpluses, in view of anticipated levels of production and demand at prices supported in accordance with present legislation); analyzes and coordinates all relevant analyses and recommendations from sources outside OD and adapts them to OD operations; and develops policies and programs designed to insure fair returns to farmers and an orderly flow of commodities to consumers.

6. Statistical Analysis. The Branch consults with, advises, and assists the various branches in work involving statistical techniques; provides and reviews figures used in statistical calculations by more than one branch where necessary to insure uniform usage throughout OD.
7. Reports. The Branch is responsible for preparing over-all reviews and analyses of current and prospective economic problems of OD for administrative use by the Deputy Director for Civilian Programs. The Branch advises the Deputy Director for Civilian Programs and assists the various branches in preparing economic data and analyses for Congressional committees and other agencies (especially in connection with the formulation of a post-war distribution program), and coordinates such data and analyses and prepares them in final form.

III. This memorandum supersedes the following Director's Memoranda: No. 53; No. 53, Supplement 1; No. 53, Supplement 2; No. 62, Supplement 1.

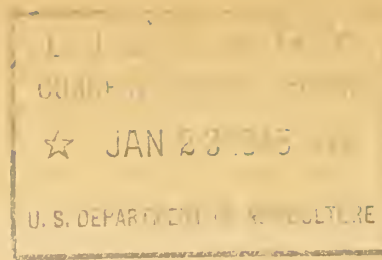


Director

INDEX ENTRY

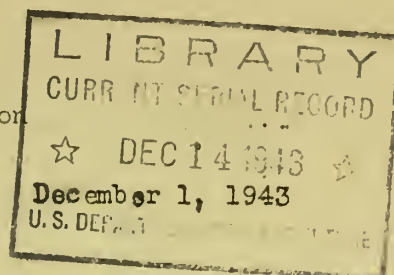
Organization

Distribution Planning Branch, Establishment of



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WAR FOOD ADMINISTRATION
Food Distribution Administration
Washington 25, D. C.



DIRECTOR'S MEMORANDUM NO. 2

Revision 1

Organization of the Food Distribution Administration

I - WASHINGTON ORGANIZATION

- A. Changes in the food picture have necessitated a realignment of FDA's organization. This realignment shall be as follows:
1. There shall be three deputies who shall act for and assist the Director by assuming staff responsibility for certain functions assigned to FDA. The deputies shall work with the operating branches in planning programs in the functional field for which they are responsible and in coordinating and reviewing the operations of the Washington branches, regional and other field offices in the execution of those programs.
 2. The deputies will assume direct responsibility for the functional assignments listed below. All branches and the service divisions will consult with the appropriate deputy on policies, operations or procedures concerning the functional assignment of the deputies; on other matters and unless otherwise assigned, they will report to the Director.
 3. In order to assure the most effective administration of FDA programs, responsibility for operating these programs will be delegated wherever possible to the regions. The policy of decentralization of program operations, i.e. placing authority and responsibility at the point where the job is being done, shall be followed by the Washington branches with respect to the regional offices and by the regions with respect to field offices.

Specifically, FDA functions are assigned as follows:

B. Office of the Director

1. Immediate Office of the Director - The following are responsible directly to the Director:
 - (a) Special Assistants and Consultants - To assist the Director in the development of food distribution policies and programs; to develop special studies and analyses for the Director; and to serve as experts in the Office of the Director on food distribution economics.

- (b) Special Assistant on Plant Facilities, Financing, and Food Protection - To assist the Director in the coordination of the facility programs of the individual commodity branches; to obtain the financial aid necessary for the expansion of plants producing war food products; to protect the Government's interest in connection with lend-lease financing by supervising the utilization of new funds, by approving all projects requiring lend-lease financing, by insuring proper inventories of plant facilities and equipment; to establish a system for the protection of food products, fibers, naval stores, and vegetable oils against destructive acts or contamination by developing lists of processing plants and warehouses needing inspection, by making recommendations to the Office of Materials and Facilities for the necessary protective equipment, and by supervision to determine that adequate protective measures are taken by plant owners.
2. Deputy Director for Food Industry and Regulatory Activities - To coordinate the plans of the branches for securing the advice and cooperation of the food processing industry in FDA's programs; to provide within FDA a focal point for assisting food processors in adjusting to the needs of our wartime food programs; to assume staff responsibility and authority for the administration and enforcement of WFA orders; the administration of which has been delegated to FDA; to serve as chairman of FDA's Order Review and Clearance Committee; to assume staff responsibility and authority for administration of commodity market news and inspection services and administration and enforcement of all regulatory and service acts for which FDA is responsible, including the Commodity Exchange Act, Cotton Futures Act, Cotton Standards Act, Cotton Statistics and Estimates Acts, Naval Stores Act, Standard Container Acts, Product Agency Act, Perishable Agricultural Commodities Act, Export Apple and Pear Act, Grain Standards Act, Federal Seed Act, Packers and Stockyards Act, Insecticide Act, Wool Standards Act, Sugar Act, Tobacco Inspection Act, Tobacco Stocks and Standards Act, Tobacco Seed and Plant Exportation Act, Meat Inspection Act, Twenty-eight Hour Act, U. S. Warehouse Act, Agricultural Marketing Agreement Act of 1937; to coordinate FDA's food order education plans and programs; in response to public need, to initiate proposals for legislation or changes in legislation in the regulatory field; and to direct the activities of all branches and divisions in the functional fields herein assigned.
3. Deputy Director for Procurement Activities and Management Services - To coordinate the supply activities of FDA, including processing, packaging, storing and transporting of FDA procured commodities; to assume staff responsibility and to act for the Director in matters relating to the determination of food requirements and the allocation of commodities among claimants; to supervise liaison with foreign food missions, the armed services and other agencies for which FDA procures food; to exercise leadership as Vice-Chairman of the Inter-Agency Coordinating Procurement Committee in the field of coordinating all Government food procurement; to represent FDA in the administration of WFA foreign purchase and importation programs; to exercise supervision over the activities assigned to FDA in connection with requisitioning food or property, to plan and direct the administrative management service activities; to develop

general plans and policies for, and to review and appraise regional and field activities of FDI; to direct the activities of all branches and divisions in the functional fields herein assigned.

4. Deputy Director for Civilian Activities - To review and evaluate food distribution programs and develop plans for adjusting programs to meet changing marketing and distribution conditions; to formulate food distribution policy as it relates to civilian supply, including both price and rationing, and to aid the Director in working with other Federal agencies whose activities affect civilian food distribution; to supervise FDI activities as claimant for the civilian population in the allocation of United States food supplies; to be responsible for FDI price and rationing recommendations; to assume staff responsibility for FDI's price support activities; to direct the issuance of food priority certificates in connection with food shortages; to provide within FDI a focal point for assisting food distributors in adjusting their needs to the wartime food programs; to direct the activities of all branches and divisions in the functional fields herein assigned.

C. Commodity Branches

1. General Functions of Commodity Branches. - All commodity branches will have the following functions with respect to commodities assigned to them:
 - a. To participate with Requirements and Allocations Control in the process of determining requirements and the development of adequate supply estimates.
 - b. To cooperate with the Food Production Administration in its planning to achieve required production.
 - c. To initiate and administer food orders designed to secure proper and adequate distribution of food in accordance with the over-all allocations made to major elements.
 - d. To develop and administer programs designed to bring about economies in the processing and distribution of agricultural and food products.
 - e. To develop and direct programs either to maintain or to obtain the necessary processing or distribution facilities.
 - f. To ascertain and develop quarterly material and facilities requirements for the food processing and distribution industries assigned; make recommendation on applications for dehydration, compression, compacting, or freezing of foods; assist in the development of packaging requirements for commodities in order to conserve materials and transportation space.
 - g. To initiate and conduct domestic procurement activities to meet the needs of FDI supply programs and other programs.
 - h. To conduct economic and price analyses and recommend price measures as an aid to proper food distribution.
 - i. To plan and recommend the time, extent, and other conditions of rationing.
 - j. To plan and execute diversion programs to adjust distribution to production.
 - k. To develop and administer marketing agreements.

- l. To provide technical direction of market news.
 - m. To maintain current information on the available supply, processing, and distribution of assigned commodities and conduct marketing investigations.
 - n. To plan and recommend programs for foreign purchase and importation of foods.
 - o. To develop plans for disposal of excess commodities required under any program to avoid wastage or loss of same.
2. Specific Assignments to Commodity Branches - In addition, the following specific assignments are made to particular commodity branches:
- a. Cotton and Fiber Branch - To administer the Cotton Statistics, Standards, and Futures Acts, and the Naval Stores Act; to cooperate with producers and others in improving quality and in developing improved marketing practices; to inspect cotton and cottonseed.
 - b. Dairy and Poultry Branch - To formulate standards and inspect and grade dairy and poultry products; to administer that part of the Agricultural Marketing Agreement Act of 1937 relating to dairy and poultry products.
 - c. Fruit and Vegetable Branch - To formulate standards; to certify quality and condition of fruit and vegetables; to administer the Standard Container Acts; the Produce Agency Act, the Perishable Agricultural Commodities Act, and the Export Apple and Pear Act; to administer that part of the Agricultural Marketing Agreement Act of 1937 relating to fruits and vegetables.
 - d. Grain Products Branch - To administer the U. S. Grain Standards Act and the Federal Seed Act; to conduct seed-dockage inspection and seed verification service; to inspect and supervise the inspection of rice, dry beans, dry peas, and hay; to conduct standardization research on grains subject to the Grain Standards Act, and on rice, dry beans, dry peas, and hay; to conduct research on methods of testing seeds; to test seeds and miscellaneous commodities derived from grain and hay.
 - e. Livestock and Meats Branch - To formulate standards and conduct a meat grading service; to administer the Packers and Stockyards Act, and the Insecticide Act of 1910, the Wool Standards Act, and the Meat Inspection Act.
 - f. Special Commodities Branch - To administer, in cooperation with the other commodity branches, that part of the War Production Board Order M-63 which refers to the importation of foodstuffs (other than sugar, fats and oils, and oil-bearing materials) for the account of established private import organizations.
 - g. Sugar Branch - To initiate, plan, and execute, in cooperation with the Food Production Administration, operations under the Sugar Act of 1937.

- h. Tobacco Branch - To administer the Tobacco Inspection Act, the Tobacco Stocks and Standards Act, and the Tobacco Seed and Plant Act; to cooperate with producers, processors, and distributors in the development of improved marketing practices.

D. Food Industry and Regulatory Activities

The Compliance and Industry Operations Branches shall have the following functions:

1. Compliance Branch - To prevent speculation, profiteering, hoarding, and fraud in all phases of the food distribution program of the Administration, and for this purpose, to conduct investigations of processing and marketing conditions and methods; to administer the Commodity Exchange Act, as amended; to investigate and report on violations of agreements, orders, and regulations which are issued to effectuate the marketing, purchase, and other programs of the Administration; to perform other investigative and related services as required; to devise and install accounting systems for agencies cooperating in the Administration's programs; to audit the accounts of cooperating agencies; to exercise powers of inspection and make audits of books and records of war contractors.
2. Industry Operations Branch - To provide a central point of contact in FDI for food processing industries; to bring to a focus the problems of the food processing industries and assist in the solution of these problems; to establish and service national food industry advisory committees, as needed; to develop policies and procedures governing nominations of food industries for Army-Navy "E" awards; to develop and administer other systems of incentive awards and public recognition programs for outstanding production in the food industries; to coordinate and direct at the staff level a program to obtain increased compression of food for shipment abroad and for other uses.

E. Civilian Activities

The functions of the Civilian Food Requirements Branch, the Nutrition Programs Branch, and the Program Appraisal Branch are as follows:

1. Civilian Food Requirements Branch - To serve as the representative of the civilian population in the preparation and presentation of their food requirements both from a nutritional and a quantitative viewpoint; to review estimates of food supplies available for distribution; to aid in the determination of needed food reserves to store and keep in reserve; to recommend, where food supplies are inadequate for satisfactory nutrition of our civilian population, readjustment in the production of foods and in the use of alternative foods by the civilian population; to propose such other measures as are necessary to maintain adequate nutritional standards for our civilian population; to collaborate with the commodity branches in plans for improving the nutritive qualities of processed foods; to advise with the OMF on material and equipment requirements for food enrichment programs; to formulate the food requirements of special categories of our civilian population; to work

with the commodity branches and the Office of Price Administration in regard to plans and policies for the rationing of foods; in cooperation with the commodity branches, to develop plans for the management of the food supply available to our civilians; to develop programs for the use of regional offices in connection with the implementation of civilian food requirements activities by State and local food advisory committees; to provide a central point of contact in Washington for all food distributors; to develop plans for the administration of school lunch, community canning, and industrial feeding programs; to serve in a liaison capacity among the Food Distribution Administration, the Agricultural Research Administration, U. S. Public Health Service, the Food and Nutrition Board of the National Research Council, and other research agencies or individuals on nutrition advice; to consult with interested groups on the probable impact of proposed civilian programs upon existing food habits and tastes; in collaboration with the Program Appraisal Branch, to study post-war effects of present programs and to plan for post-war civilian needs; to deal with food shortages; to assist the commodity branches in the distribution of foods in seasonal abundance or Government-held stocks in excess because of changes in program requirements.

2. Nutrition Programs Branch - To plan and develop a nation-wide program for the improvement of nutritional standards and food habits to be carried out through regional nutrition specialists and the State and local nutrition committees; to cooperate with national agencies and regional offices in the development of nutrition studies and educational programs; to formulate a special program of cooperation with physicians and public health officers in regard to nutrition programs.
3. Program Appraisal Branch - To review, analyze, and develop food marketing programs; to appraise their effects on farm income, prices, costs, marketing practices, consumption, and on the efficient and proper distribution of the available supply of food; and to propose changes to improve the effectiveness of the food marketing and distribution programs.

F. Procurement and Supply Services

The functions of the Program Liaison, Requirements and Allocations Control and the Transportation and Warehousing Branch are as follows:

1. Program Liaison - To furnish leadership within FDA in the operation of supply programs in order to assure deliveries of food supplies in accordance with commitments; to represent within FDA the food procurement programs of foreign governments and others for which FDA performs procurement functions; to assist these groups in the development of requirement estimates in accordance with standards established by the Requirements and Allocations Control; within established food allocations, to expedite deliveries; to administer the Caribbean Emergency and Icelandic Programs of FDA.
2. Requirements and Allocations Control - To assemble, analyze, and correlate data on the food requirements of the armed forces, civilians, allied and friendly nations, territories, and other claimants on United States food supplies; to appraise and relate such requirements to supply

estimates, including domestic production and imports; to prepare reports, analyses, criteria, and recommendations for the systematic balancing of different and competing claims upon supplies; to recommend allocation of foods among the claimants; to relate commodity programs to the over-all food situation; to perform allocation audits.

3. Transportation and Warehousing Branch - To control the custody and disposition of commodities contracted for by FDA; to cooperate with the commodity branches in developing marketing programs designed to meet shipping and storage requirements; to negotiate with carriers and participate in proceedings before the Interstate Commerce Commission in matters relating to the transportation of farm and food products; to administer the U. S. Warehouse Act; to initiate, develop and supervise efficient means of transportation either as a claimant agency for agricultural products with the Office of Defense Transportation or through leadership of voluntary effort; to administer the 28-Hour Act; to collect and disseminate cold storage reports; to formulate and apply plans for developing adequate marketing and storage methods and facilitate efficient handling methods and desirable market organization; to supply current information on storage and transportation facilities and to recommend the allocation of transportation and storage facilities when shortages in these facilities become imminent.

G. Management Services

The chiefs of the service divisions shall have the following responsibilities:

1. Administrative Services Division - To plan, direct, and carry out the administrative service activities for FDA in Washington, including the following: procurement of equipment, supplies, space, utility services, and communications, and the maintenance of mailing, recording, and filing services; to develop policies and procedures governing similar functions in the regional and territorial Administrative Services Divisions; to provide a nation-wide leased wire service for the handling of market news; to facilitate the reproduction and distribution of printed and duplicated material; to provide technological service for the construction of research and testing equipment; and to provide mechanical service for the tabulation of mass data.
2. Audit and Fiscal Examination Division - To make audits and fiscal examinations of the records and accounts of FDA and FSICC and to submit written reports thereon to the Director; to conduct special fiscal audits of cooperating agencies; to conduct cost studies to determine legality of making payments of public funds under obligations connected with purchase, diversion, or other programs; to review new fiscal operational methods involved; to review, and, where appropriate, to recommend changes in existing or proposed fiscal accounting systems.
3. Budget Division - To collaborate with FDA officials in formulating the financial plans of FDA; to represent FDA in conferences on budgetary planning; to develop FDA programs from a budgetary planning standpoint; to translate proposed operating plans into budgetary requirements; to develop and prepare budget estimates and justifications therefor; to

assist the Director and Deputy Directors in the presentation of budget requests to the Department, Bureau of the Budget, and the Congress; to determine and effect the proper allotment of funds within FDI; to keep officials of the Administration currently informed of legislation, proposed legislation, and congressional action affecting the activities of the Administration.

4. Finance and Accounts Division - To formulate fiscal policies and procedures designed to facilitate the operations of FDI and FSCC; to develop and be responsible for the systems and methods for the maintenance of accounts, the examination and certification of disbursement vouchers, and the collection, receipt, and custody of accounts, and to submit accounting reports showing status of funds and fiscal trends; to develop advance price quotation schedules to be used in invoicing for program commodities sold to governments and agencies for whom FDI purchases.
5. Marketing Reports Division - To perform a service function in disseminating information for all units of FDI; to be responsible for the preparation and issuance to farm and trade groups, of reports and other informational material which will promote fuller understanding of and cooperation with the programs and policies of FDI; to plan and direct educational programs designed to enlist the cooperation of the general public and branches of the food trade in food conservation; to service consumers, educational institutions and others with information on marketing and distribution programs; to provide an informational advisory service for commodity branches and regional offices in the discharge of their respective responsibilities for the technical and the administrative functions incident to the market news service; to provide regional and field offices of the FDI with current information as to the programs and policies of FDI.
6. Organization and Procedure Division - To develop and maintain an effective plan of organization both in Washington and the field to facilitate carrying out the program and operations of the Administration; to develop over-all administrative procedures and to assist branch and other FDI officials in analyzing existing and installing new operating procedures designed to expedite the flow of work and conserve manpower; to review administrative communications for conformity with established FDI policies, organization and procedures; to keep informed of the activities of other Federal agencies in order to correlate the organization and procedures of the FDI with related programs and to avoid duplication therewith; to carry out special administrative assignments.
7. Personnel Division - To develop and carry out a comprehensive personnel program for the FDI, including the uniform application of the classification plan and the development and administration of a program for recruitment, appointment, placement, promotion, transfer, and reinstatement of personnel; to develop, organize and direct programs for improving employee relationships, promoting employee morale and improving employee performance to obtain the most effective utilization of manpower; to develop standards and maintain uniform practices in the application of efficiency ratings; and to maintain a program of employee adjustment including efficiency rating appeals.

II - REGIONAL ORGANIZATION

A. Policy on Regionalization

In general, FDA's policy with respect to regionalization is that those functions and operations which can best be carried out at the regional level of administration shall be regionalized, and that those functions and operations which are national in nature or do not lend themselves to administration on a regionalized basis shall be performed or directed by the Washington office.

Most of the branches and divisions have already made plans for decentralizing much of their program operations. Many of the branch operations lend themselves readily to regionalization, while other programs must be studied and plans worked out over a period of time before they can be put into operation on a regional basis. The outline of the regional organization and assignment of functions contained herein represents a blueprint to be followed as a basis for our decentralization. Much can be done immediately, but it is understood that some functions will not operate regionally until further plans are completed.

B. Delineation of Authority Between Washington Office and Regional Office

The responsibility of the Director for planning and administering FDA programs is delegated in accordance with the following general plan:

1. Functional responsibilities of the Deputy Directors shall extend to the field as well as to Washington. As outlined under I-A-1 of this memorandum, the three Deputy Directors act for the Director by assuming responsibility for program planning and review of operations of branches, regional and other field offices in the execution of programs in their respective functional fields. They are also responsible for effecting coordination as between their respective programs or functions at the national or Washington office level prior to initiation of new programs to be carried out by FDA's regional, state, area, or other field offices. In addition, the Deputy Director for Procurement Activities and Management Services is responsible for implementing this over-all coordination by providing a central point in Washington for reviewing communications and other instructional material for administering programs in the field. Detailed procedures in connection with this review are contained in General Administrative Instruction Series.
2. The respective branch and division chiefs in Washington act for the Director in and are responsible for:
 - a. National program and policy formulation for programs and activities as assigned in I-C above;
 - b. Preparation of instructions, general standards and operating procedures; and
 - c. Periodic appraisal of programs administered by the regional and other field offices.

3. Regional directors are responsible for administering and carrying out national plans, policies, standards, and procedures for programs formulated by the branches in Washington. This includes the administrative direction of all activities and functions assigned to the regional offices, as outlined in a following section of this memorandum.
4. In the administration of the programs at regional and other field levels, the regional directors shall work with the appropriate branch or division chief to whom the Director has delegated responsibility for national program formulation. On problems or programs involving several branches, the regional director shall work with the appropriate deputy director.
5. The regional director shall operate within the framework of the national policies, standards, and procedures established at the Washington level, making only such adjustments as may be necessary to meet special local conditions or emergency situations as they may arise. In the case of regulatory and service acts requiring strict national uniformity, these standards and other instructions shall be applied in all regions without change.
6. Organization of and assignment of functions to regional, state, and other field offices shall be developed by the region in collaboration with the Organization and Procedure Division. The Organization and Procedure Division shall refer such plans for organization and assignment of functions to the appropriate branch or division for review and recommendation prior to approval.
7. Budget estimates and justifications will be prepared in the region and submitted to the Budget Division in Washington. The Budget Division will refer them to the appropriate branch chief for review and recommendation. Final decision on the budget allotment will be made by the Director.
8. The responsibility of the branch with respect to the selection of regional division personnel extends to the joint selection by the branch chief and the regional director of key personnel (ordinarily the chief and assistant chief of the division and key technical personnel). For other personnel the Washington branch will collaborate with the Personnel Division in Washington in furnishing the regional director and the regional Personnel Division with appropriate standards of experience and ability. The region will then make its placements and promotions in accordance with these standards. In general, regional directors and branch and division chiefs are expected to develop a working agreement covering situations fraught with joint interest.
9. In carrying out their responsibility under 2-c above, the following principles shall govern the Washington branches and divisions:
 - a. The appraisal of operations of the regional offices in administering programs formulated by branches and divisions in Washington may be through: (1) periodic submission of written reports from

the regional offices; or (2) personal visits of Washington branch and division chiefs or their representatives to regional and other field offices. Proposals for instituting formal written reporting requirements shall be submitted to and approved by the Deputy Director for Procurement Activities and Management Services. In general, they shall follow the principle that details of administrative operations are properly responsibilities of the regional office and its operating divisions, and that reports from the regional office to the Washington office should be concerned primarily with the progress of programs, problems encountered in the field in carrying out policies and procedural or other instructions issued by branches and divisions in Washington, together with recommendations for changes in such policies and instructions.

In order to inform regional offices in advance of personal visits to the regional office or other field offices under the direction of the regional office, and to avoid unnecessary and uncoordinated travel in connection with reviewing field operations, branches and divisions in Washington shall submit to the Deputy Director for Procurement Activities and Management Services a statement outlining the purpose of the visit and the dates and specific field offices to be visited. Approval of the Deputy Director shall be obtained sufficiently in advance of the proposed travel to permit clearance with the regional office.

- b. Periodic reports on management service activities administered by the regional office shall be submitted by the regional office, through the appropriate service division, to the Washington office.

Requests for information originating in the Washington branch or division with respect to personnel, funds, supplies and equipment shall be submitted to the appropriate management service division in Washington which shall be responsible for furnishing such information to the operating branches by means of periodic or special reports obtained from the regional offices.

C. Branch Memorandum on Regionalization

Each branch shall issue a branch memorandum applying the policy on regionalization outlined above to its programs and operations. Such a memorandum should outline the specific responsibilities which the branch expects the regions to assume, the procedures for operating under such delegation of authority and the reports which will be required from the regions on operations under the branch programs. The branch memorandum on regionalization should also describe whatever exceptions are necessary from the rule that Washington branch policies and technical instructions are directed to regional offices. Such exceptions will occur when the expeditious carrying out of routine or day-to-day operations necessitates direct communication from Washington to field offices. Copies of such direct communications shall be sent to the regional office.

The branch memoranda on regionalization of branch activities shall be prepared in collaboration with the Organization and Procedure Division and shall be approved by the Deputy Director for Procurement Activities and Management Services.

D. Regional Boundaries

Following is a list of the regions and their headquarters:

Northeast Region - Headquarters, New York City, New York
Connecticut, Delaware, District of Columbia, Maine, Maryland, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island, Vermont, West Virginia.

Southern Region - Headquarters, Atlanta, Georgia
Alabama, Florida, Georgia, Kentucky, Mississippi, North Carolina, South Carolina, Tennessee, Virginia.

Midwest Region - Headquarters, Chicago, Illinois
Illinois, Indiana, Iowa, Michigan, Minnesota, Missouri, Nebraska, North Dakota, Ohio, South Dakota, Wisconsin.

Southwest Region - Headquarters, Dallas, Texas
Arkansas, Colorado, Kansas, Louisiana, New Mexico, Oklahoma, Texas

Western Region - Headquarters, San Francisco, California
Arizona, California, Idaho, Nevada, Montana, Oregon, Utah, Washington, Wyoming, Territory of Hawaii.

E. Organizational Pattern

In order to implement the policy of regionalization of FDA programs and activities, the organization of each of the regions will roughly follow the pattern of Washington organization. Operations will be set up on a commodity basis with the minimum but necessary complement of functional and staff divisions.

The following organization structure is established for the regional office:

1. Office of the Regional Director

- a. Regional Director - To exercise general leadership for all FDA activities within the region; to represent FDA within the region in relationships with other departmental agencies, other governmental agencies, and with the public; to develop recommendations for improving FDA programs in the region; under the policy direction of the branches and divisions in Washington as approved by the Director, and as outlined above under II-B, to direct the administration of the following FDA programs in the region: school lunch, school milk, and other domestic distribution; to assist in carrying out FDA's responsibilities in respect to facilities and materials

for processing and distributing; the administration of orders, including appeals and compliance; procurement programs, including Section 32 purchase; the market news services; supervision of inspection and grading; to recommend the appointment of and supervise the activities of FDI representatives on the State War Boards and to keep them currently informed of FDI policies and programs; and to assume other duties incident to new and existing programs as they are delegated from time to time by the Director.

- b. Deputy Regional Directors - In order to assist the Regional Director in carrying out his responsibilities, there will be not more than two Deputy Regional Directors.
- c. Assistant to the Regional Director - Those regions not having Program Operations Divisions may have not more than one assistant to the regional director.
- d. Food Order Representative - In order to assist the Regional Director to carry out his responsibilities for order administration, there may be in the Office of the Director a Food Order Representative who will work with the commodity divisions responsible for specific orders, the Compliance and Marketing Reports Divisions, the field offices, and the appropriate Washington office to insure prompt, accurate, and uniform handling of educational activities, inquiries, appeals, and compliance in the region.

2. Commodity Divisions

The following commodity divisions are established in the regions: Dairy and Poultry, Fruit and Vegetable, Grain Products, Livestock and Meats, and General Commodities.

a. General Functions of Commodity Divisions

All commodity divisions will have the following functions with respect to commodities assigned to them:

- (1) Under the general direction of the Regional Director and the technical policy direction of the Washington commodity branches, to be responsible for all regional FDI activities in connection with the commodities assigned to the respective divisions.
- (2) To maintain current information on local and regional supplies, both present and anticipated.
- (3) To study marketing practices and problems and recommend plans for better distribution of the commodities assigned.
- (4) To assist in the development, maintenance and full utilization of the necessary facilities for processing and marketing these commodities through recommending new plants or the expansion or conversion of existing plants together with investigations and recommendations in connection with the necessary applications for material and equipment.

- (5) To be the focal point for the regional responsibility in the administration of all orders affecting the commodities assigned, including appeals and the necessary steps to insure compliance with the orders.
- (6) To recommend and conduct purchase programs under Section 32.
- (7) To be responsible for procurement on the regional level for lend-lease, or other programs as directed.
- (8) To supervise the grading and inspection of commodities, as directed by the appropriate commodity branch.
- (9) To provide, on a regional level, the administrative direction of market news.
- (10) To assume responsibility for other programs and functions, as may be assigned to the regional office.

- b. Specific Assignments to Commodity Divisions - Specific assignments and delegations of authority shall be made by the Washington branches to the regional divisions in branch memoranda, as noted above in II-C.

3. Functional, Staff, and Service Divisions

- a. Compliance Division - To supervise FDI enforcement activities in the region for the purpose of preventing speculation, profiteering, hoarding, fraud, and violations in all phases of FDI programs; to conduct investigations and audits; to institute or recommend appropriate proceedings against violators; to advise the Regional Director on the state of compliance in regard to certain orders, and to suggest specific educational efforts or methods necessary to improve compliance; to perform administrative functions incident to the administration of the Commodity Exchange Act, as amended.
- b. Industry Operations Division (establishment is optional with the Regional Director) - To provide a central point of contact in the region for the food industry; to coordinate the activities of the Industry Advisory Committees on the regional level; to serve as a central clearing house on all priority matters referred to the region and work with the commodity divisions to coordinate the investigation and recommendations of priority applications referred to the region; to coordinate the supervision of the construction or conversion of plants to meet war food needs in accordance with FDI's programs; to direct and administer a program to adequately protect the food industries against sabotage and destruction; to administer a system of incentive awards to the food industries.
- c. Transportation and Warehousing Division - To carry out the regional functions of the Transportation and Warehousing Branch; to control the custody and disposition of commodities contracted for by FDI in the region, as well as commodities moving into or out of the region, in accordance with operational instructions from Washington or other

control points designed to insure synchronized movement and handling of such commodities; to carry out regional activities in connection with the administration of the U. S. Warehousing Act, as directed by the Branch, including the inspection of warehouses, storage of agricultural products, supervision of operations of licensees and control of warehouse receipts; to examine warehouses and warehousing facilities and to ascertain the financial responsibility and qualifications of warehousemen who bid for storage of lend-lease commodities; to supply current information on transportation and storage facilities in the region; to prepare bills of lading and other documents required in the above operations; to maintain current records of availability of commodities in the region, as well as records of accountability for such commodities.

- d. Civilian Food Requirements Division - To carry out industrial implant feeding programs within the region designed to provide a nutritionally adequate diet for industrial workers; to review applications for priority assistance in connection with such programs; to administer school lunch and community food preservation programs as developed; to direct the distribution of foods purchased by FDI in temporary excess as a result of market support activities or changes in program requirements; to submit plans to State supervisors for the use of State and local food advisory committees in connection with the implementation of civilian programs activity; to supply State supervisors with minutes of National Industry Advisory Committee meetings of food distributors for the use of State and local food advisory committees; to obtain information on food distribution in the region; to handle food shortages at the regional level; to secure regional reaction to proposed point value changes.
- e. Program Appraisal Division (establishment is optional with the Regional Director) - To make analyses of agricultural marketing and distribution problems; to recommend plans for improving marketing in the region, with special reference to adjusting marketing methods and practices to new distribution conditions caused by the war; to recommend changes designed to bring about more efficient distribution; to review and analyze FDI programs within the region; to appraise their effects on farm income, marketing practices, costs, prices, consumption, and on the efficient and proper distribution of the available supply of food; to maintain current data on food supply and distribution; to develop economic and statistical analyses on regional marketing problems and to recommend programs for their solution; to perform statistical services for the regional office.
- f. Marketing Reports Division - To direct within the region a program of public reporting for the purpose of informing the general public, producers, processors, wholesalers, retailers, and other food handlers of the programs and policies of the Food Distribution Administration through current information releases, special reports, and other

- radio; to prepare educational information on food orders and on programs designed to obtain compliance; to direct educational programs designed to enlist the cooperation of the general public and of branches of the food trade in food conservation; to prepare and present radio broadcasts; to develop and maintain satisfactory working relationships with radio stations, radio services, press associations, and with farm, trade, and food editors, in order to assure dissemination of accurate, timely, and adequate information on FDI programs; to provide an advisory service on market news for the commodity divisions, collaborate in preparation of special market reports, and develop additional outlets for distribution of the reports; to develop and direct an educational program to encourage the use of foods in seasonal overabundance; to service consumers, educational institutions, and others with information on marketing and distribution programs; to obtain most effective distribution of reports issued from Washington; to be responsible for clearance of all material issued by the Regional Office for public dissemination; to maintain liaison with other Government information agencies; to prepare informational material for use by FDI representatives on State War Boards and on State Nutrition Committees; to perform other educational and informational activities on the request of the Regional Director.
- g. Administrative Services Division - To furnish administrative services for all FDI offices in the region; to procure all necessary space, equipment, supplies, utilities, and services for the regional and field offices; to provide all duplicating and distribution services for the regional office; to maintain property inventories of all nonexpendable equipment in the regional and field offices; to maintain a system of files for regional documents.
- h. Personnel Division - To develop and carry out a program for personnel administration in the region, including the planning, organization, and carrying out of effective and comprehensive employment, classification, training, placement, and employee relations programs; to provide advice and assistance in preparing job descriptions and recommend classifications of positions; to provide a program for recruitment, appointment, placement, promotion, transfer, and reinstatement of personnel; to devise means for obtaining maximum efficiency of the staff through promotion systems, employee group activities, and other programs conducive to the maintenance of high morale; to maintain personnel records for the region.
- i. Fiscal Division - To be responsible for the accounting, voucher review, and auditing for all FDI regional programs; to be responsible for the collection and deposit of funds accruing to the Administration in the conduct of regional activities; to prepare all FDI pay rolls in the region; to make audits and fiscal examinations of private concerns and agencies under purchase, diversion, and other programs; to make pre-audits and post-audits of transactions involving the expenditure of government funds.

4. Variations in Regional Organization

In order to adapt the organization to the needs and conditions of the several regions, variations from the regional pattern described above are as follows:

- a. Cotton and Fiber Division - Three regions, the Southern, Southwest, and Western, will have a Cotton and Fiber Division. The functions of this Division in these regions are: To supervise all cotton and fiber work in the region, including the work relating to services for organized cotton improvement groups, servicing cotton gins used for statistical purposes, determination of the grade and staple length of cotton on hand August 1 each year, the collection of market news, the collection of marketing research data, the inspection of naval stores, textile fibers, cottonseed, and all other commodities handled by the Cotton and Fiber Branch, programs of the Cotton and Fiber Branch handled in the regions; to compile statistics on cotton quality, crop, and carry-over, cottonseed quality, cotton prices, and cottonseed prices; to be administratively responsible for all cotton offices in the region, including cotton classing, the inspection and testing of cotton insulation, cotton diversions, and cotton research.
- b. Hawaiian Division - The Western Region will have an Hawaiian Division to carry out the responsibility of the region for the administration of the Territorial Emergency Program in Hawaii, including the receipt, warehousing, and supervision of sales of commodities shipped into the island under this program.
- c. Program Services Division - The Western Region will have a Program Services Division with the following functions: To prepare, at the direction of the commodity divisions, all food procurement contracts and amendments made on the regional level; to secure all of the necessary authorities required for the purchase, custody, disposition, and payment of vouchers of food purchased through the regional office; to be responsible for liaison work with vendors in connection with vouchers that have been disallowed by the Fiscal Division; to perform other functions in connection with regional procurement as requested by the Regional Director.
- d. Program Operations Division - The Northeast, Southwest and Western Regions will have a Program Operations Division with the following functions: To coordinate FDA field operations in the Region; to work with and assist the FDA State offices in carrying out programs assigned to them; to work with the divisions in the regional office in developing their programs as they relate to field operations; to conduct a continuous review of program and administrative operations in the regional and field offices for the purpose of maintaining operating efficiency, conserving manpower, and providing a continuous budget analysis; to direct the preparation of budget estimates; to be responsible for organization within the Region subject

to Washington procedure and departmental regulations; to collaborate with the divisions and field offices in developing all procedure on the regional level; to establish and maintain a regional communication system in the regional office and with the field; to review policy communications.

Other regions are authorized to establish a Program Operations Division with functions as outlined above.

5. State, Area, and Other Field Offices

As outlined in I-A-3, the regions shall follow the policy of decentralizing program operations within the region where feasible. These field operations shall be carried out through State and area offices and other field offices.

a. State Offices - State Food Distribution Administration Offices shall have the following functions: Under the direction of the regional office, to serve as the focal point for all Food Distribution Administration activities within the State and to exercise general leadership with respect thereto; to be responsible for food order administration in the State, including compliance; to direct and carry out an educational program designed to secure voluntary compliance with food distribution orders and to recommend cases to the regional office for formal investigation; to direct the school lunch, school milk, and other civilian feeding programs and to promote the food preservation and conservation programs; to direct the distribution of food purchased by FDA in temporary excess as a result of changes in program requirements; to make recommendations necessary to effectuate price support or diversion programs within the State and to conduct assigned phases of such programs; to secure current supply and marketing information for the regional office, as directed; to assist in remedying temporary local food shortages and surpluses; to exercise general leadership in the solution of marketing problems of the producer as they arise; to work with producers, growers and shippers associations, other Federal agencies, and with State agencies, in developing new, or improving existing marketing outlets, grading and inspection services, and packaging and labeling programs; to provide leadership in the solution of problems of the food distribution trade as they arise; to recommend to the regional office plans for the improvement of food distribution programs; to cooperate with the State and county nutrition committees in programs designed to improve nutrition; to organize and service State, area, and local food advisory committees; to represent FDA on the State War Board; to direct other programs or activities as assigned.

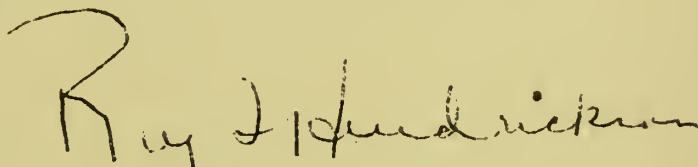
b. Area Offices - Area offices will be established only where necessary to carry out program operations on the local level as assigned under the supervision of the State offices. Area offices shall have the following functions: Under the direction of the State office to carry out FDA programs within the area as assigned; to be responsible for food order administration, including compliance, and the

necessary educational activities designed to secure voluntary compliance; to recommend cases to the State office for formal investigation; to conduct the school lunch, school milk, and other civilian feeding programs and to promote the food preservation and conservation programs within the area; to assist in the distribution of food purchased by FDA in temporary excess as a result of changes in program requirements; to carry out assignments in relation to price support or diversion programs; to obtain current supply and marketing information for the State office and to assist in remedying temporary local food shortages and surpluses; to work with local producers, processors, and distributors in the solution of marketing problems; to recommend to the State office plans for the improvement of food distribution programs; to cooperate with the local nutrition committees in programs designed to improve nutrition; to organize and service local food advisory committees; to represent FDA on County War Boards.

- c. Other Field Offices - The existing field offices engaged in commodity inspection, grading, market news and other regulatory and service activities shall continue to carry out their present function, and will report to the appropriate regional commodity division as directed in the branch memoranda provided for in II-C.

III - MEMORANDA SUPERSEDED

Director's Memorandum No. 2, dated January 13, 1943, and all numbered and lettered supplements thereto are hereby superseded, except the following: Supplements Q, R, S, 7, 10, 12 and amendments 1, 2, 3, and 4 thereto, 13, 15 Revision 1, 23, and 24.


Director

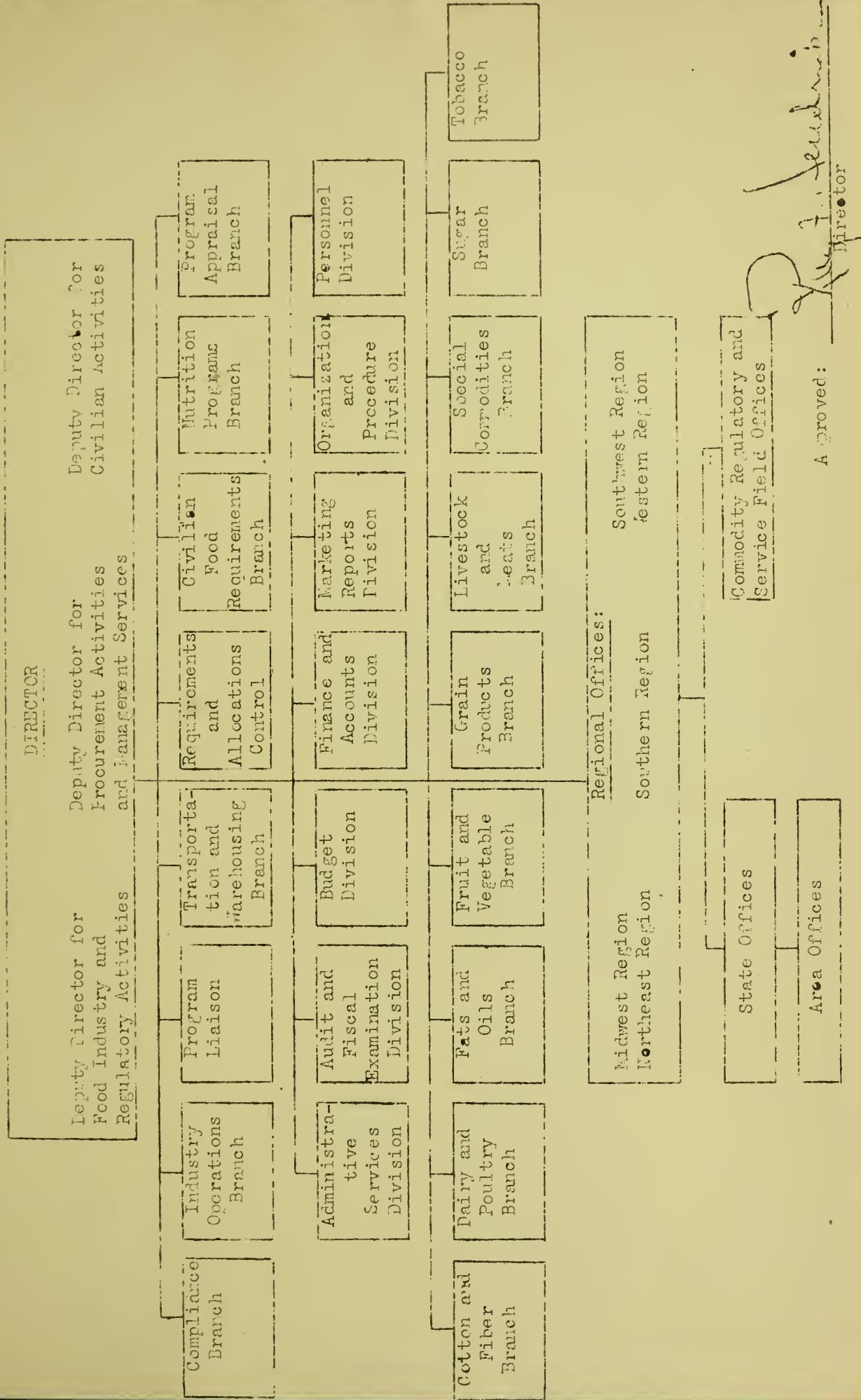
INDEX ENTRIES:

Organization:

Assignment of functions in FDA

Regionalization

WAR FOOD ADMINISTRATION FOOD DISTRIBUTION AND UTILIZATION



R. F. Leach
Director

Approved:

